UNDP Project Document | Government of Mozambique
for projects financed by the various GEF Trust Funds

Project title:

Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)

Country(ies): Mozambique	**Implementing Partner (GEF Executing Entity):** Ministry of Agriculture, Environment and Fisheries (MAAP) / National Agency for Conservation Areas (ANAC, I.P.)	**Execution Modality**: Assisted National Implementation (NIM)

Contributing Outcome (UNSDCF/CPD, RPD, GPD): Strategic Priority 3 of the United Nations Framework for Cooperation on Sustainable Development in Mozambique (UNFCSD 2022-26), Strengthening climate resilience and the sustainable use of natural resources. Cooperation framework outcome involving UNDP #3. By 2026, more people, especially the most vulnerable, are resilient to climate change and disasters, and benefit from more sustainable management of environment and natural resources and resilient infrastructures and human settlements, with positive effects on national GDP. CPD (2022-2026): Outcome 3.1 Climate resilience and sustainable use of natural resources. Related Strategic Plan outcome: 3. Resilience built to respond to systemic uncertainty and risk.

Applicable Output(s) from the UNDP Strategic Plan: Output 3.2: Solutions for sustainable management of natural resources, including sustainable commodities and nature-based solutions, implemented.

UNDP Social and Environmental Screening Category: High	**UNDP Gender Marker:** GEN2
Quantum Award ID: 1527507	**Quantum Project ID:** 01004597
UNDP PIMS ID number: 6699	**GEF Project ID number:** 11150
LPAC meeting date: 22/12/2025	
Last possible date to submit to GEF: May 8, 2025	
Latest possible CEO endorsement date: August 8, 2025	
Project duration in months: 84	
Planned start date: February 27, 2026	**Planned completion date:** February 27, 2033
Expected date of Mid-Term Review (MTR) submission to the GEF: August 27, 2029	**Expected date of Terminal evaluation (TE) submission to the GEF:** August 27, 2033
Expected Operational Closure Date: 27 November 2033	**Expected Financial Closure Date:** May 27, 2034

Brief project description:

Mozambique's globally significant biodiversity is under increasing threat from illegal wildlife trade, habitat loss, and unsustainable land-use practices, compounded by poverty, population pressure, and weak governance. The

Gorongosa–Marromeu and Rovuma–Lugenda landscapes are priority ecosystems facing rising deforestation, poaching, and human-wildlife conflict.

The objective of the project is to strengthen the integrated management of wildlife conservation and the improvement of livelihoods in these landscapes through transformative approaches, including improved conservation area management, strengthened law enforcement, inclusive land-use planning, and equitable benefit-sharing from wildlife-based economies, with a strong emphasis on empowering women and youth.

This transformation will be achieved through four integrated strategies: (1) expanding the effectiveness of conservation area networks and corridor connectivity; (2) strengthening policies, institutions, and technologies to combat illegal wildlife trade; (3) delivering gender-responsive livelihoods and benefit-sharing through challenge grants and mini-grants; and (4) promoting positive community attitudes and behavior change toward biodiversity.

As part of the Global Wildlife Program (GWP) under GEF-8, the project is aligned with the program's goal of addressing key threats to wildlife—illegal trade, human-wildlife conflict, and unsustainable use—while promoting biodiversity conservation and community prosperity.

The project is expected to deliver Global Environmental Benefits (GEBs) by reducing poaching and trafficking, restoring ecological corridors, and improving the management of over 3 million hectares of landscapes rich in terrestrial biodiversity, better managing land that serve as wildlife corridors, avoiding CO2 emissions. It will also generate adaptation co-benefits by enhancing ecosystem resilience and communities' adaptive capacity.

FINANCING PLAN	
GEF Trust Fund grant	USD 15,112,844.00
UNDP TRAC resources	USD 200,000.00
(1) Total Budget administered by UNDP	USD 15,312,844.00
(2) Total confirmed co-financing to this project not administered by UNDP	USD 165,700,000.00
3) Grand-Total Project Financing (1) + (2)	USD 181,012,844.00

SIGNATURES:

Signature: 25/02/2026	**Agreed by Ministry of Agriculture, Environment and Fisheries (MAAP)/ National Administration for Conservation Areas (ANAC)** **Pejul Calenga, General Director**	**Date/Month/Year:** *within 6 months of GEF CEO endorsement*
Signature: 25/02/2026	**Agreed by United Nations Development Programme (UNDP)** **Edo Stork, Resident Representative**	**Date/Month/Year:** *within 6 months of GEF CEO endorsement*

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Acronyms

AMOS	Associação Moçambicana dos Operadores de Safaris
ANAC, I.P.	Administração Nacional das Áreas de Conservação, where "IP" in this context stands for Istituto Público in português to mean ''public Institute''.
BIOFUND	Foundation for the Conservation of Biodiversity
CCA	Community Conservation Area
CEO	Chief Executive Officer
CPD	Country Program Document
CSO	Civil Society Organization
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organization
FZS	Frankfurt Zoological Society
GEF	Global Environment Facility
GEM	Gender Equality Marker
GML	Gorongosa-Marromeu Landscape
GRP	Gorongosa Restoration Project
HACT	Harmonized Approach to Cash Transfers
HWIRU	Human-Wildlife Incident Response Unit
ICF	Inner City Fund
ILUMP	Integrated Landscape and Land Use Management Plan
INE	National Institute of Statistics (by its acronym in Portuguese)
IP	Implementing Partner
JAPCOCC	Joint Anti-Poaching Coordination and Operational Centers
MAAP	Ministry of Agriculture, Environment and Fisheries
METT	Management Effectiveness Tracking Tool
MPAs	Marine Protected Areas
MTR	Mid-Term Review
NDF	Non-Detriment Finding
NGO	Non-Governmental Organization
NIM	National Implementation Modality
OAI	Office of Audit and Investigations (UNDP)
PACT	Partners Capacity Assessment Tool
PA	Protected Area
PIR	Project Implementation Report
PMU	Project Management Unit

POPP	Program and Operations Policies and Procedures (UNDP)
PPG	Project Preparation Grant
PRODOC	Project Document
RLL	Rovuma-Lugenda Landscape
SDG	Sustainable Development Goals
SES	Social and Environmental Standards (UNDP)
SH/SEA	Sexual Harassment / Sexual Exploitation and Abuse
SIDA	Swedish International Development Cooperation Agency
TE	Terminal Evaluation
TFCA	Transfrontier Conservation Area
TOR	Terms of Reference
UNDP	United Nations Development Program
UNFCSD	United Nations Framework for Cooperation on Sustainable Development
USAID	United States Agency for International Development
VSLA	Village Savings and Loan Associations
WCD IP	WCD IP – Wildlife Conservation for Development Integrated Program
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

II. DEVELOPMENT CHALLENGE

Project Rationale / Justification

Current situation

Mozambique, a coastal nation in southeastern Africa, is one of the most biologically diverse countries in the region, home to globally important ecosystems including tropical forests, savannahs, inland wetlands, and marine habitats. Approximately 26% of Mozambique's land is designated as conservation areas, supporting African megafauna, migratory birds, and endangered endemic species such as the African wild dog, elephants, and marine turtles. However, Mozambique faces critical development challenges. Over 60% of its 33 million citizens live in rural areas, with a national poverty rate hovering around 60%[1], and the Human Development Index ranking it 181 out of 191 countries[2]. The country also struggles with high youth unemployment, recurrent climate shocks such as cyclones and droughts, and ongoing security challenges, particularly in the north. Literacy remains low, especially among women, with gender-based disparities widespread in access to education, healthcare, and land rights. Despite these challenges, Mozambique is increasingly positioning itself as a leader in integrated landscape management, biodiversity conservation, and sustainable development.

Mozambique's terrestrial protected area (PA) network covers almost 30% of the country's land surface, while Marine Protected Areas (MPAs) cover 2.16% of the country's marine and coastal area.[3] The management of the network is overseen by the National Administration for Conservation Areas (ANAC, I.P.), a public institute established in 2011 and supervised by the Minister responsible for environmental affairs, the Ministry of Agriculture, Environment and Fisheries (MAAP). ANAC, I.P.**, the institution's legal name, and where "I.P." in this context stands for "*Instituto Público*", hereafter simply "**ANAC, I.P.**" (but implying its status as a public institute with financial autonomy)**, plays a central role in site management, policy implementation, co-management partnerships, and law enforcement. The management principles of Mozambique's PA system align with international conservation goals. The system plays an important role in country's response to climate change impacts and biodiversity loss while contributing to the achievement of Mozambique's sustainable development goals through various wildlife economy activities such as ecotourism and carbon projects.

This project is a child project under the **GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP)** and represents one of the 15 national projects competitively selected for the program. WCD IP forms the GEF-8 phase of the **Global Wildlife Program (GWP)** and will leverage the existing GWP knowledge platform to enhance collaboration and learning across GEF phases. In this document, WCD IP will hereafter be referred to as GEF-8 GWP to reflect this integration.

GEF-8 builds upon the strong foundation established through Mozambique's participation in the Global Wildlife Program (GWP) under GEF-6, which focused on strengthening protected area management, enhancing anti-poaching operations, and advancing community engagement in conservation, particularly in the Niassa Special Reserve (NSR) and Gorongosa National Park (GNP). These earlier efforts contributed significantly to the development of community conservation area legislation, improved institutional capacity at both national and PA levels, and established multi-stakeholder coordination mechanisms that now serve as valuable models for scaling up. The

[1] World Bank dedicated webpage: "The World Bank in Mozambique" (https://www.worldbank.org/en/country/mozambique/overview), accessed on 30-Mar-2025.
[2] UNDP (2022) Human Development Report. [Link], accessed on 30-Mar-2025.
[3] UNEP-WCMC (2025). Protected Area Profile for Mozambique from the World Database on Protected Areas, April 2025. Available at: www.protectedplanet.net, accessed on 30-Mar-2025.

project will leverage these gains by retaining key partners such as MAAP/ ANAC, I.P., the Gorongosa Restoration Project, and the Wildlife Conservation Society, ensuring continuity and a smooth transition to a landscape-level approach focused on the GML and the RLL. Expanding beyond the initial geographic focus of GEF-6, the project will now incorporate the Marromeu Complex and Quirimbas National Park, applying proven strategies to new ecological zones and governance settings. Drawing on lessons from GEF-6, particularly Gorongosa's human development model, the project will further enhance community participation in conservation governance, human-wildlife conflict mitigation, and the fight against illegal wildlife trade.

Building on these strategic foundations, the project will be implemented across two ecologically critical and socioeconomically complex landscapes that demand urgent, integrated responses. The two project landscapes—Gorongosa-Marromeu and Rovuma-Lugenda—are among Mozambique's most biodiverse areas yet contain some of the most threatened ecosystems in the country (**Figure** 1). According to national data, the combined population of the target districts is expected to exceed 11.5 million people by 2027, exacerbating land use pressures and amplifying risks of human-wildlife conflict and biodiversity loss. The landscapes face increasing pressures from tree cover loss, poaching and wildfires. Behind these threats are strong drivers of environmental change linked to unsustainable land use practices, poverty and weak law enforcement systems.

The project will lift systemic barriers to biodiversity conservation by addressing institutional weaknesses and limited collaboration among stakeholder within the landscapes, enabling community participation, and implementing scalable models for benefit-sharing and sustainable land use based on vibrant and sustainable wildlife economies in two of Mozambique's most critical conservation landscapes.

Figure 1. Location of project landscapes

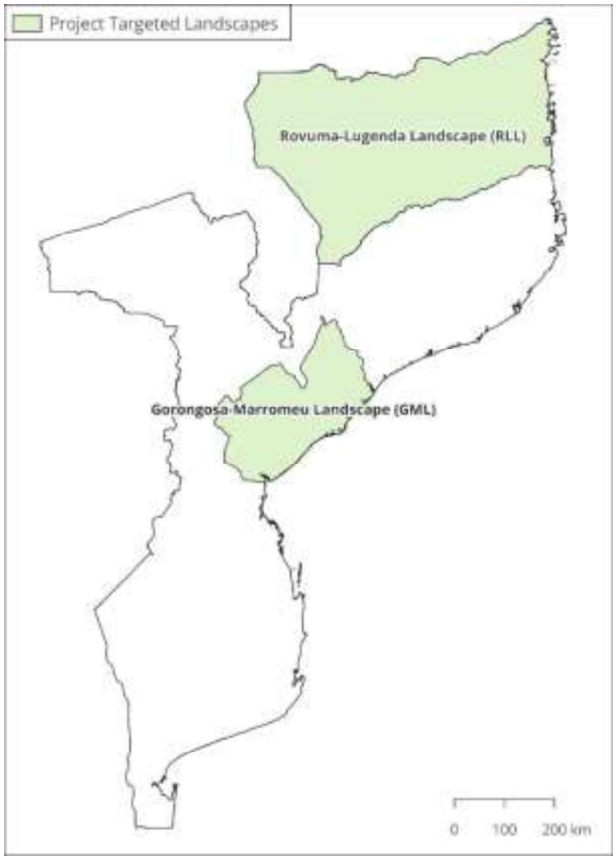
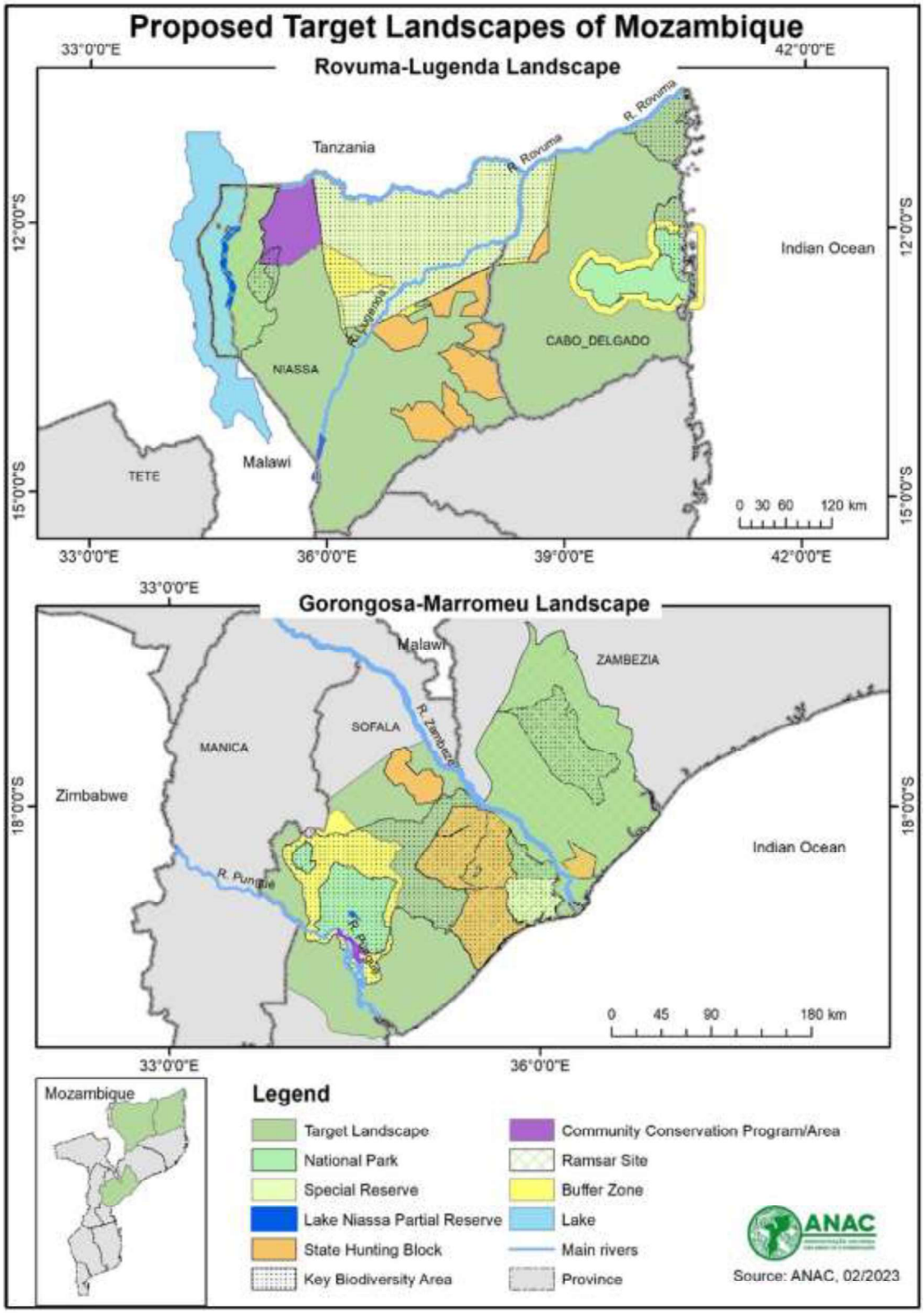


Figure 2. Overview of the two landscapes on focus in the project



The **Gorongosa-Marromeu Landscape (GML)** stretches across Sofala and Zambezia provinces and includes Gorongosa National Park, Marromeu National Reserve, along with multiple coutadas (hunting concessions) and community conservation areas. While the Gorongosa National Park has an operational monitoring system, the rest of the landscape—particularly Marromeu Reserve and adjacent coutadas—lack coordinated surveillance and a more robust law enforcement mechanisms. Economic activities such as subsistence agriculture, gold mining, timber extraction, and fishing dominate local livelihoods, with limited regulation and benefit-sharing mechanisms in place. REDD+ initiatives are present and represent opportunities, alongside the sustainable use of wildlife, but coordination among economic players and local government remains weak.

In the north, the **Rovuma-Lugenda Landscape (RLL)** encompasses Niassa Special Reserve and Quirimbas National Park as core conservation areas, surrounded by extensive community lands, game farms (*fazendas de bravio*), and coutadas. The landscape is vast and ecologically rich, featuring large forested areas and high biodiversity. However, illegal activities are on the rise, including elephant poaching for ivory, unauthorized logging, and illegal mining. Coordination among economic actors across the landscape is hampered by multiple challenges—particularly inadequate infrastructure, insecurity in parts of Cabo Delgado, and population displacement due to conflict, affecting mostly the coastal areas of Cabo Delgado and more recently also parts of Niassa[4], leaving a large number of people displaced since 2017, exacerbating competition for land and tension over resource use.

Across both landscapes, weak institutional capacity, insufficient infrastructure, and lack of integrated land-use planning have limited the effectiveness of conservation and sustainable development initiatives. Human-wildlife conflict, particularly involving elephants and carnivores, is a growing concern. PPG consultations showed that viable models for community-based conservation, sustainable stewardship and benefit-sharing do exist - such as in Nova Madeira (Niassa). They are, however, not yet widespread. Furthermore, although key conservation and development stakeholders are presently active in project landscapes, there is limited coordination and insufficient resource availability to scale up success stories across both of them.

Through a landscape approach, the project will address these combined challenges by strengthening the enabling environment for integrated landscape management and sustainable conservation financing across both landscapes. It will focus on building institutional capacity at national and subnational levels, improving surveillance and law enforcement systems, and enhancing coordination among protected areas, coutadas, and community lands. The project will promote inclusive governance models that empower communities—particularly women and youth[5]—to participate in decision-making and benefit-sharing. By piloting scalable approaches to integrated land-use planning and sustainable livelihoods, the project aims to lift key barriers to effective conservation, reduce biodiversity threats, and foster climate resilience, while implementing a replicable model for other critical ecosystems in Mozambique.

[4] In April 2025, the insurgency in northern Mozambique reached Niassa province with confirmed security incidents that were especially violent and resulted in casualties, affecting safari camps and resident communities. While the insurgency in northern Mozambique has been ongoing since 2017 and focused on Cabo Delgado, the recent violence in Niassa Province represents a troubling and notable expansion of its geographic reach and required a reassessment of project risk.

[5] When referring to "youth," the differences between adolescent girls and boys are acknowledged, considering their distinct experiences, needs, and perceptions, which will be taken into account in the design and implementation of interventions.

The Landscape Approach: Context threats to biodiversity and potential solutions through the wildlife economy and Community-Based Natural Resource Management (CBNRM)

Landscape-scale conservation requires application of the so-called "landscape approach"—an integrated approach to managing landscapes that aims to reconcile the competing objectives of nature conservation and economic activities across a given landscape.[6]

This project will be implemented in two large landscapes, the Gorongosa-Marromeu landscape, covering the provinces of Sofala and Zambezia, and (ii) the Rovuma-Lugenda landscape, that covers the provinces of Niassa and Cabo Delgado. Its core focus on the ground will be conservation of **terrestrial biodiversity, reinstating ecological connectivity within the landscapes and wildlife management**, including through **engagement of local communities in the wildlife economy**, and **enhanced law enforcement**.

The Gorongosa-Marromeu Landscape - GML

The Gorongosa-Marromeu complex, with over 6.33 million hectares, covers part of the Sofala and Zambezia provinces. The landscape harbors areas of different land use categories including various conservation areas (Figure 3). More specifically, those are Gorongosa National Park, Serra da Gorongosa with Mount Gorongosa, the Marromeu National Reserve, Derre Forest Reserve and overlapping Zambezi Delta RAMSAR site; game reserves including Coutada 10, 11, 12, 13, 14 and 15, Coutada de Luabo and Coutada Micaune. The area also features numerous Community Conservation Areas already established and under consultation/projected. Those already proclaimed include Bebedo, Nhampoca, Nhamacuengere and Cheringoma.

The area is densely populated, with diverse and overlapping land-use activities. Main villages include Gorongosa, Nhamatanda and Inhaminga. The local economy is driven primarily by: (i) agriculture, with maize as the dominant crop; (ii) fisheries; (iii) livestock rearing; (iv) artisanal and small-scale mining, particularly for gold; (v) timber extraction; and (vi) commerce. According to the most recent national census, the combined population across districts comprising this landscape amounts to approximately 1.7 million people. With the annual growth rate of approximately 3%, the population is projected to reach over 5.3 million by 2027, significantly increasing pressure on natural resources and land. The increase of population inhabiting the landscape contributes to accelerating competition for land, and over time generates significant impacts in terms of habitat loss, which in turn leads to a decline in wildlife populations.

The districts of Gorongosa, Muanza, Cheringoma and Marromeu (together covering 2.6 M ha), had in 2000 a forest area of 1.6 million hectares, of which 15.2% had been cumulatively lost by 2023.[7] Currently, loss of tree cover within the GML is the most intense in Gorongosa district around the N1 road. Gorongosa National Park functions as a buffer against the loss and degradation of the landscape's tree cover.

The management of GML is divided between several key conservation stakeholders with diverse but complementary mandates. The Gorongosa Restoration Project (GRP), a leading NGO, has held a long-term co-management concession for Gorongosa National Park (GNP) since 2008, playing a pivotal role in conservation and community engagement in the area. GRP stands out as a major stakeholder due to its ability to mobilize resources, coordinate

[6] See e.g. Denier, L., Scherr, S., Shames, S., Chatterton, P., Hovani, L., Stam, N. 2015. The Little Sustainable Landscapes Book, Global Canopy Programme: Oxford. [Link], which mentions that the landscape approach "[…] aims to ensure the realization of local level needs and action (i.e. the interests of different stakeholders within the landscape), while also considering goals and outcomes important to stakeholders outside the landscape, such as national governments or the international community." See also Reed et al. (2016) Integrated landscape approaches to managing social and environmental issues in the tropics: learning from the past to guide the future. Global Change Biology (2016) 22, 2540–2554, doi: 10.1111/gcb.13284.

[7] Data from Global Forest Change 2000-2023 (Hansen et al.) analyzed at a 30% tree cover threshold (GFW) through EarthMap.org on 16-Apr-2025.

across sectors, and create employment opportunities. Its leadership has been central to piloting community conservation areas (CCAs) around Gorongosa National Park with high success rate.

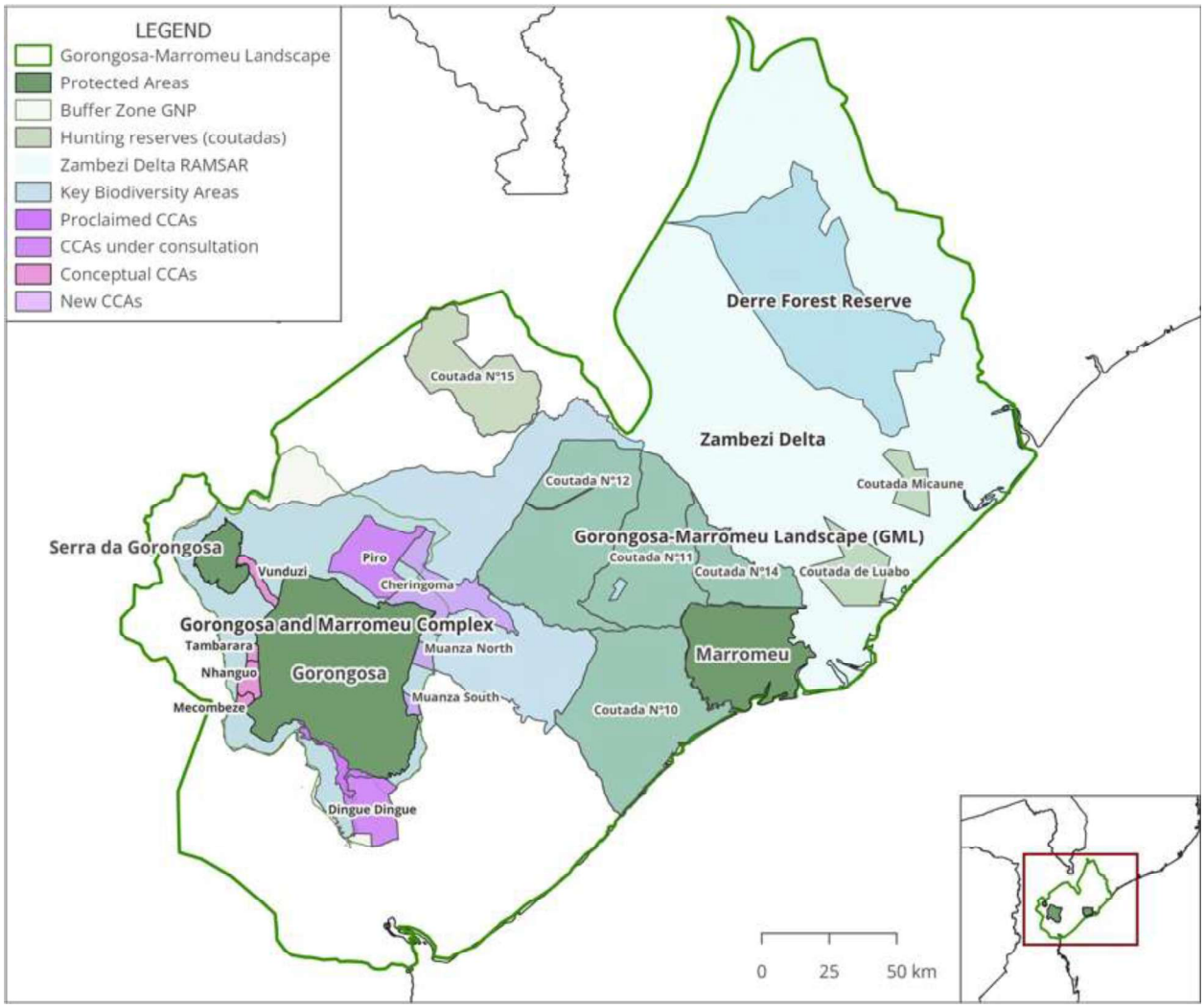
Government representation at the national level is led by MAAP/ ANAC, I.P., with provincial and district governments engaged in decentralized implementation. At the community level, social organization is primarily structured through customary leadership systems, typically male-dominated, and supported by various community-based organizations (CBOs), including women's groups and local associations addressing development, economic and conservation priorities. Present in the landscape are also operators of various hunting concessions, coordinated under the umbrella association AMOS (Associação Moçambicana dos Operadores de Safaris), and the Frankfurt Zoological Society (FZS). The latter institution currently co-manages the Marromeu Special Reserve in partnership with MAAP/ ANAC, I.P. Additionally, the Levasflor Foundation, a national not-for-profit organization active since the early 2000s, promotes community-based natural resource management (CBNRM) approaches in GML, including FSC-certified forestry, sustainable value chain development, and REDD+ benefit-sharing.

Despite the strong institutional presence of conservation actors in GML, broader landscape-level coordination still faces critical challenges. These include weak land-use planning, frequent human-wildlife conflict in the park buffer zone, and persistent illegal activities such as poaching and informal mining, all of which undermine the sustainability of conservation-based economic models in the area.

The Gorongosa–Marromeu landscape is one of the critical ecosystems in Mozambique facing persistent threats from illegal wildlife trade, including ivory, pangolins, skins, bushmeat, and timber. While significant investments in law enforcement and patrolling mechanisms have led to notable progress, such as the complete elimination of ivory poaching incidents in Gorongosa National Park since 2018 and the subsequent recovery of wildlife populations in Gorongosa National Park (with an increase of 7% from the 2022 to 2024 total wildlife count) and the in neighboring Coutada 11 (with an increase from 1200 to 20,000 buffalos) and coutada 12 (data not available). However, illegal hunting for bushmeat and illegal wildlife trade for Pangolins and felines remain a serious concern.

The trafficking of pangolins, particularly for their scales, and the widespread bushmeat trade continue to pose significant threats across the landscape. Although comprehensive data on illegal activities is limited at the broader landscape level, Gorongosa National Park has reported an average of 60 cases of illegal hunting annually between 2022 and 2024, resulting in the arrest of 248 individuals. The landscape currently encompasses 39 patrolling sites, covering Nhamatanda, Gorongosa, Muanza, Cheringoma and Marromeu districts. Initiatives such as the Pangolin Project are addressing these challenges by combining anti-poaching patrols, community engagement (such as environmental education), and scientific research. The project focuses on rescuing, rehabilitating, and reintroducing pangolins into their natural habitats while fostering local awareness and stewardship.

Figure 3. Conservation Area in the Gorongosa-Marromeu landscape



The Rovuma-Lugenda Landscape - RLL

The Rovuma-Lugenda complex with approx. 21.1 million hectares cover all districts of Niassa and Cabo-Delgado provinces, including the aquatic area of Lake Niassa within Mozambique's borders. It is a vast and ecologically significant landscape, with the Niassa Reserve—a key biodiversity area (KBA) covering 4.27 million hectares—at the center of the landscape. The RLL borders Tanzania to the North and Malawi to the West. It harbors various areas of different conservation categories (Figure 4) including Niassa Special Reserve, encompassing various blocks and special areas, Quirimbas National Park, the Ramsar site Lake Niassa and its Coastal Zone, the Njesi Plateau and Nkwichi Bay. Coutadas in the area feature Marangira, Lureco, Messalo, Nungo, Nipepe and Nacumua. Present in the landscape are also several *fazendas de bravio* (game farms). Additionally, Chipanje Chetu Conservation Area (CCAs) is an important feature in the western part of the landscape.

The Rovuma–Lugenda landscape features pockets of relatively high population density—particularly in urban centers such as Lichinga (the capital of Niassa Province), Pemba and Palma in Cabo Delgado, both on the coast, and to a less extent in interior rural areas around Marrupa and Montepuez. In contrast, other areas remain sparsely populated. This demographic distribution enables a mixed conservation model: large tracts of land can be allocated for regulated sport hunting, while other zones can be designated for stricter protection and non-extractive wildlife use. However, this balance is increasingly challenged by growing demographic pressure, which is further intensified

by ongoing internal displacement within the region caused by conflict. Between 2017 and 2024, the International Organization for Migration (IOM) reported over 577,000 displaced individuals (55% of whom were women), with 99% of displacements linked to conflict and terror-related incidents in Cabo Delgado. According to the National Institute of Statistics, Cabo Delgado has a population of approximately 2.3 million and Niassa 1.8 million. Applying the national population growth rate, the combined population in the landscape could exceed 6.3 million by 2027, intensifying challenges around land-use planning, especially in districts that continue to receive high numbers of internally displaced people (IDPs), including such as Pemba, Maconia and Metuge on the coast.

Although violence and displacement in northern Mozambique have largely been concentrated in coastal areas, the end of 2021 marked a notable geographic shift with reported attacks by non-State armed groups (NSAGs) extending beyond their previous strongholds in Cabo Delgado province[8]. These incursions, particularly in and around Mavago and Mecula districts in Niassa province, involved violence against civilians, destruction of property, and the forced displacement of local communities[9]. The presence of NSAGs in these relatively remote and ecologically sensitive areas underscored the region's security vulnerabilities and disrupted conservation operations, community outreach, and tourism-based activities.

While the situation stabilized in subsequent years—allowing for the resumption of conservation efforts under heightened vigilance—security concerns have resurfaced in early 2025, with renewed reports of armed activity near the southern buffer zones of the Niassa Special Reserve in April-2025. These evolving dynamics highlight the need for conflict-sensitive planning, strong coordination with local authorities, and adaptive risk management throughout project implementation in the Rovuma–Lugenda landscape.

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA), which maintains a presence in northern Mozambique, continues to monitor the security and humanitarian situation closely, with regular updates made available via ReliefWeb news services. Information on the humanitarian situation and security risks are relevant for project implementation within the RLL.

The RLL already faces various challenges. The road network is precarious, limiting access to remote communities, especially during the rainy season, hindering conservation efforts and the delivery of consistent support to local populations. Although the landscape is rich in natural capital, with vast forested areas, it also contains significant mineral deposits, due to which the area is subjected to artisanal mining activities as well as large-scale extractive operations, including gas development, illegal logging and forest concessions for timber production. Economic activities of local population range from small to medium-scale agriculture, largely based on unsustainable shifting cultivation, hunting—mainly within designated hunting concessions (coutadas), honey production, to fishing, including aquaculture. There have been reports of poaching (particularly for ivory and lion trophies), unauthorized hunting, and illegal mining, some of which occur within conservation areas. Human-wildlife conflict remains an important and persistent challenge in the landscape. Tree cover loss is in the increase in Niassa, where 60,000 ha were lost annually between 2021 and 2023, while the indicator appears to be relatively stable in Cabo Delgado.[10]

A wide range of stakeholders with critical roles in conservation, community development, and sustainable resource management work in the landscape. MAAP/ ANAC, I.P. operates in partnership with provincial and district governments of Niassa and Cabo Delgado, which are essential for implementing land-use planning, supporting community-based development, and coordination across local sectors. The NGO Wildlife Conservation Society (WCS) co-manages the Niassa Special Reserve together with MAAP/ ANAC, I.P., leading in anti-poaching operations, biodiversity monitoring, and community outreach. In the broader Niassa landscape, Levasflor Foundation supports

[8] UNHCR Protection Update – Mozambique, December 2021. Available via ReliefWeb.
[9] IOM Displacement Tracking Matrix – Emergency Tracking Tool, Mecula District, Niassa Province (Jan 2022). Available via IOM Mozambique Reports.
[10] Data from Global Forest Change 2000-2023 (Hansen et al.) worked out through EarthMap.org.

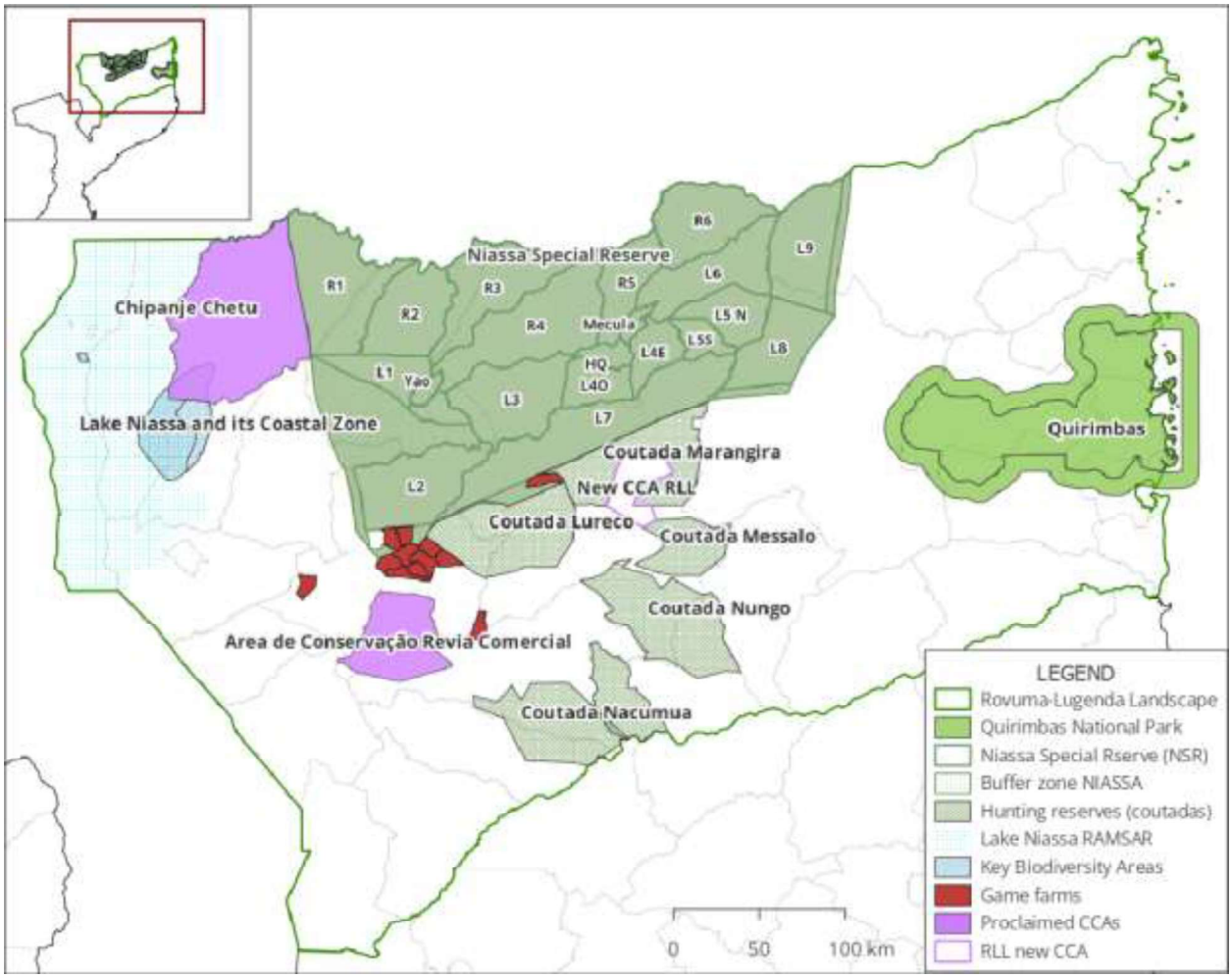
models of CBNRM, similar to their role in GML. The Niassa Lion Project (Niassa Carnivore Program) is another organization working with conservation, human-wildlife conflict, community development and education themes in the landscape. Hunting concessionaires operating in the designated coutadas in RLL also engage in wildlife management, sustainable hunting practices, and benefit-sharing discussions. Similarly to GML, many of the coutadas are coordinated under the umbrella association AMOS. While some operators actively engage local communities, challenges remain in ensuring inclusive benefit sharing from the tourism and hunting activities.

Community-based structures, including Community Conservation Committees and local associations, play an increasingly visible role in natural resource management, often with the support of NGOs. The Chipanje Chetu Community Conservation Area, located in the buffer zone of the Niassa Reserve, stands out as an example of long-lasting community conservation initiatives in the area. Despite the active presence of numerous stakeholders in RLL, coordination remains a key challenge, particularly in the context of rapid population growth, internal displacement, and pressures from unsustainable land use, which continue to threaten biodiversity and strain natural resource governance in the landscape.

In the Rovuma–Lugenda (Rovuma) landscape, biodiversity is under increasing pressure from illegal logging, charcoal production, poaching, and wildlife trafficking. The vast size and remoteness of the area make enforcement particularly difficult. Poaching is a severe threat, targeting iconic species such as African elephants, pangolins, lions, and leopards. Elephants are especially vulnerable due to the ivory trade, while felines are hunted for their claws, teeth, and skin. Ground pangolin scales continue to be highly sought after in the illegal wildlife market.

Bushmeat hunting is widespread and affects not only large mammals but also smaller species that play vital ecological roles. The Critically Endangered White-Headed Vulture population is especially at risk due to poisoning events—a tactic increasingly used by poaching syndicates in Niassa. These poisons, intended for carnivores, often unintentionally kill vultures as collateral damage. Joint patrol efforts have succeeded in reducing elephant poaching to zero in recent years. However, growing human presence, habitat fragmentation, and limited ranger capacity exacerbate existing threats, making wildlife more accessible to poachers.

Figure 4. Key conservation areas in the Rovuma-Lugenda landscape



Baseline

Legal and institutional context for the wildlife economy and community benefit sharing

Mozambique's network of protected areas, coutadas (hunting concessions), and community lands is governed by different laws and regulations, which also cover key assets within these areas/resources for example the wildlife populations.

Community benefits. Legal Framework for Conservation Areas (Law No. 16/2014) establishes the principles of conservation and the sustainable use of biodiversity, recognizing the rights of communities to participate in the management of natural resources, including wildlife. However, wildlife remains the property of the State under Mozambican law. Communities do not legally own wildlife, but they can benefit from its use through partnerships, concessions, or community-based management schemes. The law allows for community involvement in the management and co-management of conservation areas, including the ability to engage in the regulated use and trade of wildlife resources, such as trophy hunting, provided it is aligned with conservation objectives and legal instruments.

In practice, however, these rights and opportunities remain largely theoretical or under-implemented. The mechanism through which communities are meant to benefit—most notably through revenue sharing from trophy

hunting permits (*"senhas"*)—has not been effectively operationalized across the country. Revenues from these permits are collected by the State, but the redistribution to local communities is inconsistent, non-transparent, and often delayed or absent. Many community members are unaware of their rights or the potential revenues generated from wildlife use, and local institutions lack the capacity to engage in negotiations or monitor compliance with benefit-sharing arrangements. This leads to a deep disconnect between conservation efforts and community incentives, often resulting in limited local support for wildlife protection and, in some cases, tolerance or participation in illegal activities like poaching.

Moreover, many coutadas operate as isolated commercial ventures, with little integration into broader landscape-level planning or local development strategies. Without predictable and equitable benefits, communities see few tangible incentives to protect wildlife, which continues to fuel unsustainable land-use practices and wildlife crime. Addressing these systemic governance and institutional barriers is essential to creating a more inclusive and sustainable model of wildlife management in Mozambique.

Law enforcement. Law enforcement across Mozambique's conservation areas remains uneven and under-resourced. Within core protected areas—such as national parks and reserves— MAAP/ ANAC, I.P. is responsible for coordinating surveillance and anti-poaching operations, often in partnership with NGOs under co-management agreements (e.g., WCS in Niassa, GRP in Gorongosa). These efforts have led to progress in selected sites, yet most areas still lack adequate staffing, training, and equipment to cover vast, often inaccessible territories. Communication tools (radio coverage), mobility (vehicles, boats, drones), and basic infrastructure like ranger posts are limited or absent in many locations, constraining the effectiveness of patrols and rapid response to threats.

To support the law enforcement process within the protected areas of Mozambique, two joint surveillance operations centers (Centros de Operaçoes Conjuntas de Fiscalização do ANAC, I.P. – APCOC) were operationalized and capacitated to date including the headquarters in Magude-Capitine (Maputo) and in Greater Ledombo Conservancy[11].

In coutadas, law enforcement is primarily the responsibility of private operators under concession contracts with the State. While some invest in anti-poaching and community outreach, standards and capacity vary widely. Coordination between coutadas, adjacent parks, and public enforcement bodies is often weak, leading to enforcement gaps and difficulties in tracking cross-boundary illegal activity.

Communities are typically not equipped or trained to respond to human-wildlife conflict (HWC), which is increasing—particularly around elephant ranges. Few structured mitigation measures are in place (e.g., fencing, early warning, compensation), and community members often lack support from authorities when incidents occur. Strengthening community-based monitoring, early warning systems, and conflict prevention mechanisms is critical to improving coexistence and reinforcing local support for conservation.

Wildlife trade in Mozambique includes both legal and illegal components, with the legal trade primarily linked to regulated trophy hunting through licensed coutadas and limited community-based use, while illegal trade continues to pose a major threat to biodiversity. Mozambique has served as a transit and source country for illicit wildlife products—particularly elephant ivory, pangolin scales, and lion parts—often trafficked to international markets. Despite strengthened legislation and increased enforcement efforts, including higher penalties under Law No. 16/2014, challenges persist due to porous borders, weak monitoring, limited capacity for prosecutions, and low community involvement. The lack of transparent and equitable benefit-sharing from legal wildlife use further undermines local incentives to protect wildlife, enabling continued poaching and trafficking in some areas.

[11] National Ivory and Rhino Action Plan (NIRAP) Progress report 2020 to July 2023.

Conservation finance mechanisms. BIOFUND (Foundation for the Conservation of Biodiversity) is Mozambique's national environmental fund, established as an independent foundation in 2011 and began its operations in 2015, and is since a key pillar of conservation financing in the country. Biofund provides long-term, sustainable financing for the country's protected areas. It supports MAAP/ ANAC, I.P. and conservation partners by channeling resources for park operations, biodiversity monitoring, community engagement, and institutional capacity building. Through mechanisms like performance-based grants and endowment financing, BIOFUND plays a central role in strengthening the resilience and financial sustainability of Mozambique's conservation system.

Operational baseline for wildlife management and veterinarian surveillance

In the Gorongosa-Marromeu Landscape, operational monitoring capacity is uneven. Gorongosa National Park benefits from a functional monitoring and control center operated by the NGO Gorongosa Restoration Project (GRP), which facilitates surveillance, ecological monitoring, and rapid response within the park's boundaries. However, surveillance efforts do not extend beyond the park. Marromeu National Reserve and the surrounding coutadas lack a coordinated operational surveillance system. As a result, law enforcement activities in these areas are fragmented and largely reactive, limiting the ability to prevent or respond effectively to illegal activities such as poaching, unauthorized land use, and unsustainable resource extraction.

Additionally, veterinary surveillance systems for disease monitoring, zoonotic risks, and wildlife health are largely underdeveloped outside Gorongosa, leaving gaps in early detection and control of transboundary animal diseases.

In the Rovuma–Lugenda Landscape, operational challenges are compounded by the region's vast size, remoteness, and proximity to porous borders with Tanzania, which serve as entry points for cross-border wildlife trafficking and illegal logging. Although conservation efforts are underway—led by MAAP/ ANAC, I.P. in partnership with NGOs like WCS and coutada operators—no centralized wildlife surveillance system exists to integrate the activities of parks, reserves, and private concessions. The absence of advanced communication technologies, real-time data collection, and a command center hampers the coordination of anti-poaching patrols and wildlife health monitoring. Law enforcement capacity varies widely among concessions, and veterinary services in remote areas remain sparse.

Community Conservation Areas (CCA) and their role within the landscape

Community Conservation Areas (CCAs) in Mozambique have evolved as part of the broader effort to decentralize natural resource management and ensure that local communities are able to benefit from biodiversity conservation. Emerging from decentralization reforms in the late 1990s and strengthened in the 2000s, CCAs empower communities to manage resources and benefit from conservation efforts. CCAs form a critical part of the country's protected area system and are increasingly recognized for their contribution to sustainable development, climate resilience, and conflict mitigation. Box 1 provides an overview.

Box 1. History and success stories of Community Conservation Areas (CCAs) in Mozambique

History of Community Conservation Areas in Mozambique

- **1990s–Early 2000s**: Mozambique began to decentralize natural resource governance following the civil war. The 1997 Land Law and 1999 Forest and Wildlife Law recognized community rights over land and resources and established the legal foundation for Community-Based Natural Resource Management (CBNRM).
- **2005–2015**: The emergence of formal Community Conservation Areas (Áreas de Conservação Comunitária – ACCs) as a recognized category of conservation within the national system. These areas were managed by Community Management Committees (CGRCs), often with technical and financial support from NGOs and development partners.
- **2015 onward**: Integration of CCAs into national conservation policy, with increasing emphasis on co-management, benefit-sharing, and alignment with REDD+ and biodiversity goals. ANAC, I.P. (Administração Nacional das Áreas de Conservação) began incorporating CCAs into official spatial planning frameworks for protected areas.

Prominent Success Stories

Chimanimani Buffer Zone – Sussundenga, Manica Province

- Since: Early 2000s
- Partners: WWF, MICAIA Foundation
- Successes: Community-run forest reserves and eco-tourism enterprises. Local communities participate in sustainable honey production, forest monitoring, and craft industries.
- Impact: Income diversification and improved community stewardship of biodiversity.

Muanica and Derre Community Areas – Zambézia Province

- Since: 2014–2017
- Partners: MozBio I and II, UNDP, MADER
- Successes: Participatory land-use planning, forest restoration, and community patrols to reduce illegal logging.
- Impact: Strong local governance structures and integration into REDD+ pilot projects.

Mecula & Mavago – Niassa Special Reserve

- Since: 2010s (with support from WCS and Levasflor)
- Successes: Community involvement in sustainable forest management and community forestry concessions.
- Impact: Demonstrated how CCAs can coexist with formal protected areas through buffer zone management and benefit-sharing.

Gorongosa Buffer Zone – Sofala Province

- Since: 2008 onward (under the Gorongosa Restoration Project)
- Successes: Villages surrounding Gorongosa National Park engaged in conservation agriculture, honey production, and sustainable livelihoods tied to eco-tourism.
- Impact: Integrated development-conservation model with demonstrated reductions in poaching and improvements in livelihoods.

National Policy Linkages

The MOZ TRANSFORM project is fully aligned with Mozambique's national and regional policy frameworks, as well as its commitments under the Rio Conventions and other Multilateral Environmental Agreements (MEAs).

At the national level, the project supports the objectives of the newly approved Five-Year Government Plan (PQG) 2025–2029. The PQG prioritizes inclusive and sustainable economic development, environmental protection, and resilience to climate change. Mozambique's National Development Strategy (2025-2024) was also recently approved and mentions the importance of the green and blue economy under Pilar V, including hereunder the goal of "ensur[ing] environmental protection, promote biodiversity, mitigate the impacts of climate change and natural disasters, and establish a resilient and inclusive economy in harmony with environmental limits."

The project directly contributes to Mozambique's National Biodiversity Strategy and Action Plan (NBSAP 2015–2035) by strengthening biodiversity conservation within core protected areas, enhancing community engagement in wildlife management, and improving protected area governance.

The project also advances Mozambique's Nationally Determined Contribution (NDC) under the Paris Agreement through nature-based solutions for climate adaptation and mitigation, with a particular focus on forest and wildlife systems. This includes support for the country's REDD+ framework and broader climate resilience strategies. *Currently, Mozambique is in the process of preparing a new NDC, to presented in next UNFCCC COP30 in Belém. The new NDC will strengthen the country's commitment to fighting climate change, while also presenting its situation of vulnerability to climate change impacts, including climatic chocks and climate-drive disaster. Among the commitment, strengthening the capitalization of forest carbon with communities and for their benefit is mentioned.*

Furthermore, the project aligns with national climate policies, including the National Climate Change Adaptation and Mitigation Strategy (NCCAMS), by promoting ecosystem resilience and sustainable land use.

Gender equality is mainstreamed throughout the project in line with the National Gender Policy and relevant GEF and UNDP standards, ensuring women's participation in decision-making, benefit-sharing, and access to livelihood opportunities. Additionally, the project supports the implementation of the Wildlife Law (Law No. 10/1999) and associated regulations, which govern the sustainable management, use, and protection of wildlife and forest resources. This includes alignment with the national strategy to combat illegal wildlife trade and promote community-based conservation.

At the regional level, the project complements the priorities of the Southern African Development Community (SADC) and is coherent with the goals of the African Union's Agenda 2063, particularly those related to biodiversity conservation, climate resilience, and sustainable livelihoods.

Future Narratives and Scenario building

Solutions: The TRANSFORM project supports an integrated solution to biodiversity loss, unsustainable land use, and weak conservation governance by strengthening protected area management, restoring ecological connectivity, and enabling inclusive, sustainable wildlife economies. It does so through four interconnected and mutually reinforcing outcomes:

(1) Improved management of connected landscapes, including through improved surveillance and law enforcement systems, which disrupt illegal wildlife trade and reduce pressures on threatened species and ecosystems, and reduce the impact of human-wildlife conflict;

(2) More effective policies, legislation and institutional coordination to fight illegal wildlife trade and promote sustainable wildlife-based economies;

(3) Empowered and more prosperous communities resulting from a more equitable benefit-sharing from wildlife economy activities , particularly for women and youth, further increasing tolerance to human-wildlife conflict; and,

(4) Improved awareness and better perceptions and tolerance of wildlife.

Together, these results deliver a scalable, gender-responsive model for integrated landscape management in Mozambique's most important conservation regions—Gorongosa-Marromeu and Rovuma-Lugenda—while contributing to global biodiversity, climate, and sustainable development goals.

Brief Gender Analysis: National, Provincial and Site level

Mozambique has made significant progress in gender issues, adopting a legal and institutional framework that promotes equality. The Constitution of the Republic establishes the principle of non-discrimination on the basis of sex (Art. 36), and there are specific laws such as the Law Against Domestic Violence (Law No. 29/2009), as well as the Family Law (Law No. 10/2004) and Revised Family Law (Law No. 22/2019) which recognizes women's rights in marriage, inheritance, and child custody. The 2019 revision establishes 18 as the definitive legal age for marriage. The Law to Prevent and Combat Early Marriage (Law No. 19/2019) reinforces Mozambique's stance against premature marital commitments.

Moreover, the country has ratified the Maputo Protocol and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which protect women's rights and establish public policies to combat discrimination.

To guide the Mozambique´s gender equality work, the country adopted the national gender policy and strategy in 2018. This policy was followed by several sector specific gender strategies, including the gender strategy for public administration in 2020 which strengthens equitable representation and decision-making within public administration. However, the effective implementation of existing laws is uneven across the country, particularly in rural areas and in contexts of conflict or crisis (UNDP, 2023).

Statistically, in 2024, Mozambique recorded an estimated female population of approximately 17 million people, representing just over 51% of the total population (INE, 2024), with a gender ratio of 93.3 men per 100 women, indicating a slight female majority (Statista, 2024).

At the national level, women face higher rates of illiteracy and school dropout (particularly after puberty) and have less access to productive resources such as land, finance, and agricultural technologies (INE, 2022; UNDP, 2023). Only 14% of adult women have reached at least secondary education, compared to 19.9% of men, and the lower secondary completion rate is 32.7% for girls and 30.8% for boys (World Bank, 2024). In the labor sphere, although women's participation is high at 77.3%, they are concentrated in subsistence agriculture and informal work (UN Women, 2022).

In the health sector, maternal mortality rates remain high, teenage pregnancy is widespread, and there are barriers to accessing sexual and reproductive health services. The adolescent birth rate stands at 158 births per 1,000 girls aged 15–19 (INE, 2022). Additionally, 52.9% of women aged 20–24 was married or in a union before the age of 18, reflecting the high prevalence of child marriage (UN Women, 2024). Women were twice as likely to have experienced intimate partner violence than men - 21,3% versus 9,9% (Instituto Nacional de Estatistica (INE). 2024. Mulheres e Homens em Moçambique, 2022-2023:73).

With regards to official land titling, most women (39%) and men (36%) hold land title together. Only 3% of women and 4% of men hold individual land titles in their own name (INE. 2024: p. 83). While the Family Law protects the surviving widow or widower, traditional inheritance practices continue to limit a women´s rights to property in patrilineal areas of the country. The differences between matrilineal and patrilineal areas are discussed below.

Although great improvements have been made, there are fewer women than men in government decision-making roles, especially at local district level. In 2023 while 45% of ministers were women, at provincial governor level only 30% were women and the same at district level. While women represented 45% in Mozambique´s National Assembly in 2023, only 13% of municipality presidents were women (INE. 2024: p. 82, 83).

Despite these challenges, Mozambique ranks 27th in the Global Gender Gap Index which measures *gender parity* – that is *the percentage of the gender gap between men and women that has been closed*- with a score of 77.6%, reflecting relative progress compared to other countries, but also highlighting the need to strengthen substantive

equality at all levels. It should be noted that Mozambique´s comparative Gender Gap global ranking varies greatly across areas: rank 7 for Health and Survival, 8 for political empowerment, 76 for economic participation and opportunity, and 133 for economic participation and opportunity. (World Economic Forum, 2024; Global Gender Gap Report, 2024).

The field of nature conservation is male dominated both internationally and in Mozambique. There are disproportionately more men than women employed in the areas, especially in the areas of wildlife protection and operations. Women´s needs and contributions are not reflected in regulations and practices. Gender based violence and sexual harassment is a reality within the sector (ANAC, I.P. Gender Strategy 2023).

But the importance of promoting gender equality is being recognized both nationally, with the adoption of a gender strategy for ANAC, I.P. adopted by the Ministry of Environment in 2023, and at conservation area level. Gorongosa National Park was the first conservation area to adopt a gender action plan in 2021. Niassa Special Reserve is in the process of developing a gender action plan.

As part of the TRANSFORM project, three provinces are included: Sofala (central), Cabo Delgado, and Niassa (north), each with distinct social structures and gender dynamics. In Sofala, 23% of women aged 15 to 49 have never attended school, compared to only 1% of men, revealing clear gender discrimination in access to education (Instituto Nacional de Estatística (INE) e ICF. 2024. *Inquérito Demográfico e de Saúde em Moçambique 2022–23*. Maputo, Moçambique e Rockville, Maryland, EUA (INE and ICF, 2024) p. 56, 57). While all women face time constraints as they juggle productive activities with unpaid reproductive work – cooking, cleaning, fetching water- alongside their productive responsibilities as farmers in rural areas, female headed households, about one third of all households, often face greater time constraints. However, women in female headed households may have greater decision-making power (but not always) (based on field consultations and observations and previous fieldwork).

In Cabo Delgado about 35% of working-age women have never attended school, compared to 12% of men (INE and ICF. 2024: p. 56, 57). Armed conflict in the province has increased the number of female-headed households, heightened gender-based violence, and limited women's access to basic services and economic opportunities (UNDP, 2023). In Niassa—also matrilineal—21% of women have never been to school, equal to the percentage of men. Here, 50% of women report decision-making power over their income, but this does not necessarily translate into greater household negotiation power, as men continue to dominate decisions regarding household income (INE and ICF. 2024: pp 357, 358).

The TRANSFORM project focuses on two key landscapes: Gorongosa-Marromeu in central Mozambique and Rovuma-Lugenda in the north. These regions have distinct characteristics that influence gender dynamics and opportunities for women's empowerment encompassing different ethnic groups and cultures, traditional inheritance systems and economic opportunities. This affects gender dynamics and the lives of men and women in the landscapes and also the implementation of then TRANSFORM project. Gorongosa is predominately patrilineal – that is land passes traditionally along the male line, and a woman moves to her husband´s homestead at marriage. The woman leaves her family and becomes part of her husband´s family. Niassa and Cabo Delgado are matrilineal – that is the land passes along the female line and in many cases a husband moves to his wife´s homestead at marriage. He does not become part of his wife´s family. The communities in the Marromeu landscape (Sofala Province) can be considered a transitional area between patrilineal and matrilineal systems. For example, women retain access to land and take care of children following a divorce.

Geographic isolation, religion, social and economic opportunities impact gender dynamics which can vary even within a limited geographic area. Although members of communities in the same geographic area may share similar cultural heritage or religion, the gender dynamics may vary. For example, in most cases (90%) traditional leaders are men across Mozambique, in Cheringoma and Marromeu there are several female traditional leaders. However, in

the same districts, women also report that they cannot lead their homestead without the permission of their husband. Therefore, there is a need to understand the local gender dynamics before starting any intervention to ensure equitable benefits for women and men, girls and boys.

Gorongosa National Park has implemented programs to promote gender equality and women's empowerment, such as the "Men for Equality" program, which aims to foster respect, diversity, and inclusion, promote positive masculinities, and increase women's participation in conservation. In the buffer zones, the park promotes Girls´ Clubs in schools, and also GALS (Gender Action Learning system) to promote social gender norm changes to the benefit of girls and boys, women and men. These initiatives aim not only to conserve biodiversity but also to improve the socioeconomic conditions of local communities, with a particular focus on women (PNG, 2022). In the Marromeu area, part of this landscape, women have limited access to maternal health services and must travel long distances to give birth, increasing the risk of complications. They also face frequent conflicts with wildlife (elephants, buffalo, among others), as they are primarily responsible for agriculture and food security, a condition shared by most of the project intervention sites (field visit observations, March 2025).

In the Rovuma-Lugenda landscape (Niassa and Cabo Delgado provinces), access to resources such as land and water is governed by customary norms. While inheritance is matrilineal, men retain control over key decisions. Women devote much of their time to activities such as water collection, agriculture, and childcare, limiting their participation in community governance spaces (field visit observations, March 2025). This landscape includes the Niassa National Reserve, known for its rich biodiversity and importance for conserving species like elephants, buffalo, and African wild dogs. However, local communities—especially women—face significant challenges in accessing resources and participating in decision-making processes related to natural resource management (WCS-ANAC, 2024).

In both Gorongosa-Marromeu and Rovuma-Lugenda, women play a crucial role in managing natural resources and supporting the local economy. However, sociocultural norms and structural limitations often restrict their full and effective participation in decision-making and equitable access to the benefits of conservation and development initiatives.

Key drivers, barriers and enablers of solutions

Systemic Drivers: Demographic pressures, widespread poverty, low capacity, institutional fragility, gender disparity.

Barrier 1) Challenged coexistence between people and wildlife within multi-use landscapes

- Poaching pressure is not effectively managed (weak surveillance/insufficient enforcement)
- Lack of functional ecological corridors hinder wildlife migration and contribute to landscape fragmentation
- People, crops, and livestock in wildlife movement area are exposed and unprotected

Barrier 2) Gaps in policies and regulations for fostering a wildlife economy and decreasing HWC

- Insufficient capacities for law enforcement to combat poaching and wildlife trafficking
- No consolidated policy to sustain a wildlife-based economy or to satisfactorily address HWC
- Lack of transparency in the distribution of community benefits because systems are opaque
- Limited integration of innovative technologies.

Barrier 3) Communities' limited opportunities and capacity to benefit from the wildlife economy

- Communities do not legally own wildlife, which is instead owned by the State, creating disincentives for investing in community-based wildlife economies

- Market access and linkages are weak and community structures under-resourced to fully unlock opportunities.
- Revenue-sharing from wildlife economy activities, such as hunting and ecotourism, is weak or inconsistent
- Women and youth are often excluded from decision making and revenue sharing from the wildlife economy
- Lack of equipment, infrastructure and specialized technical capacity for developing sustainable wildlife value chains.

Barrier 4) Knowledge and coordination gap and attitudes

- Negative perceptions of conservation.
- Limited access to information and technical skills
- Limited capacity and knowledge for effective management of wildlife for development;
- Limited integration of innovative technologies

Enabler of solutions and core assumptions

The Project's key strategies to overcome Barriers will build on the following long-term solutions:

- **Inclusive landscape governance as a transformative axis**. The project will promote governance models that integrate public, private, and community actors through co-management arrangements and participatory planning. Structures such as Conservation Councils, Natural Resource Management Committees, and Human–Wildlife Incident Response Units will be established or strengthened, ensuring equitable representation of women, youth, and vulnerable groups.

- **Consolidation of biodiversity-based economies.** To generate tangible and sustainable benefits for communities, the project will promote value chains linked to wildlife and ecosystem services—such as ecotourism, beekeeping, sustainable harvesting of non-timber forest products, environmental services, and agroforestry. Through competitive grants and technical assistance, local entrepreneurship will be supported, with a strong emphasis on the active participation of women and youth.

- **Institutional strengthening and multisectoral coordination.** The project will address the structural weaknesses of conservation institutions by investing in human, technical, and logistical capacities. MAAP/ ANAC, I.P. and its partners at national, provincial, and district levels will be strengthened with modern tools for planning, monitoring, knowledge management, and digital technologies.

- **Application of the landscape approach with territorial and ecological basis**. An integrated landscape management approach will be adopted, recognizing the interdependence between conservation core zones, ecological corridors, and community use areas. This approach will restore ecological connectivity, mitigate climate change impacts, and harmonize land uses. The project will develop viable, binding, and gender-responsive Integrated Landscape and Land Use Plans (ILULPs), contributing to a shared long-term vision of the landscape.

- **Transformation of attitudes and behavior change.** The sustainability of the solutions also depends on changing perceptions and attitudes toward biodiversity. The project will implement awareness campaigns, environmental education, and community learning initiatives that promote coexistence with wildlife, pride in natural heritage, and active engagement in conservation.

- **Sustainable conservation finance.** The project will leverage innovative financial mechanisms—such as BIOFUND, payments for ecosystem services, and public-private partnerships—to ensure continuity beyond its

implementation period. Performance-based financing, conservation trust funds, and co-financing from private sector and multilateral donors will also be explored to support long-term conservation outcomes.

1) Key stakeholders, including women, local communities, NGOs/CBOs can effectively participate and benefit from activities.

The project assumes that, through inclusive and gender-sensitive approaches, key stakeholders — particularly women, youth, and local communities — will be able to actively participate in the planning, implementation, and monitoring of project activities. To achieve this, gender-responsive methodologies will be adopted, local capacities will be strengthened, and equitable access to benefits from biodiversity-based economies will be facilitated. Women will not only be target groups for training and engagement, but are also expected to act as partners in governance, management, conservation, and local development across both landscapes.

2) Trained beneficiaries will be able to use their skills for pursuing conservation goals.

The project will provide training to local community stakeholders and ensure equal opportunities for women to access these trainings. Enhancing local capacity and strengthening accountability is essential. Government and non-government actors, as well as community members — including women — will receive training in conservation governance, integrated land-use planning, and financial management to strengthen their ability to effectively oversee, implement, and support initiatives within Community Conservation Areas (CCAs) and across the TRANSFORM project landscapes. Trainings will be context-specific, practical, and supported with inputs, tools, or incentives to ensure effective and lasting application of the knowledge acquired.

3) Political will and openness to community-based governance models for PAs

The project is based on the premise that there is, at both national and subnational levels, a favorable political willingness to adopt co-management and participatory governance models for protected areas. This institutional openness is key to strengthening the recognition of Community Conservation Areas (CCAs), promoting equitable benefit-sharing schemes, and consolidating the inclusion of local actors in formal decision-making structures regarding the use and protection of natural resources.

General Core Assumption of the TRANSFORM Project

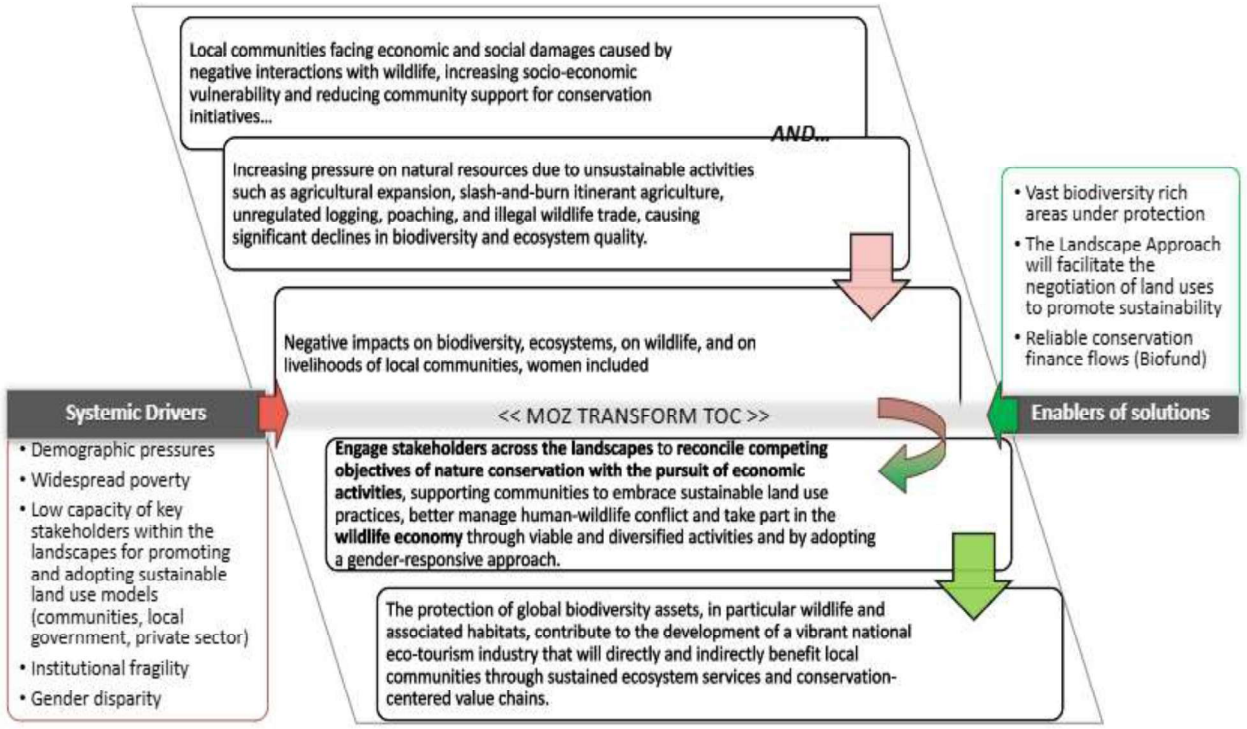
> ***IF*** an enabling environment is established for inclusive and sustainable conservation landscape management in the GML and RLL—through participatory governance mechanisms, integrated land-use planning, and strengthened institutional and community capacities—and if local communities, particularly women and youth, adopt sustainable production practices, actively engage in the co-management of conservation areas, and restore ecological corridors within and beyond protected areas,
>
> ***THEN*** these landscapes will be consolidated as functional spaces for conservation and sustainable development, capable of reducing biodiversity loss, restoring ecosystem services, and generating long-term socio-economic benefits at both local and national levels.

III. STRATEGY

Theory of Change (TOC)

The threat analysis and causal relationships that underpin the project's TOC are represented in Figure 5, while the TOC diagram is in Figure 6. The former is based on the baseline and contextual analysis in the previous sections and it includes among other elements the 'Systemic Drivers' and 'Enablers of Solutions'.

Figure 5. Summary threat analysis with causal relationships and the meaning of "TRANSFORM"



The bottom-up TOC diagram in Figure 6 clearly outlies how the project will address its **Barriers**, and how these relate to the project's Components and Outcomes, along with the results expected under these.

The Child Project's contributions to the GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP) are also depicted in the TOC diagram at the top level, above the project's objective.

Five project-level assumptions and one assumption from the WCD IP have been strategically placed within the TOC diagram. Their positions intuitively indicate how the validity of these respective assumptions are a pre-condition for the realization of expected results.

Based on the TOC, the key **project-level assumptions** based can be logically explained as follows:

1. Integrated landscape management
IF integrated and holistic management of ecological landscapes is promoted, supported by coherent institutional mechanisms and effective implementation capacity,
THEN it will be possible to establish sustainable landscapes that harmonize conservation, land use, and long-term local development.

2. Human-wildlife coexistence through land-use planning
IF land-use plans are developed and implemented that enable wildlife movement beyond protected areas and

reduce human-wildlife conflict,
THEN wildlife populations will remain genetically viable while minimizing negative impacts on human livelihoods.

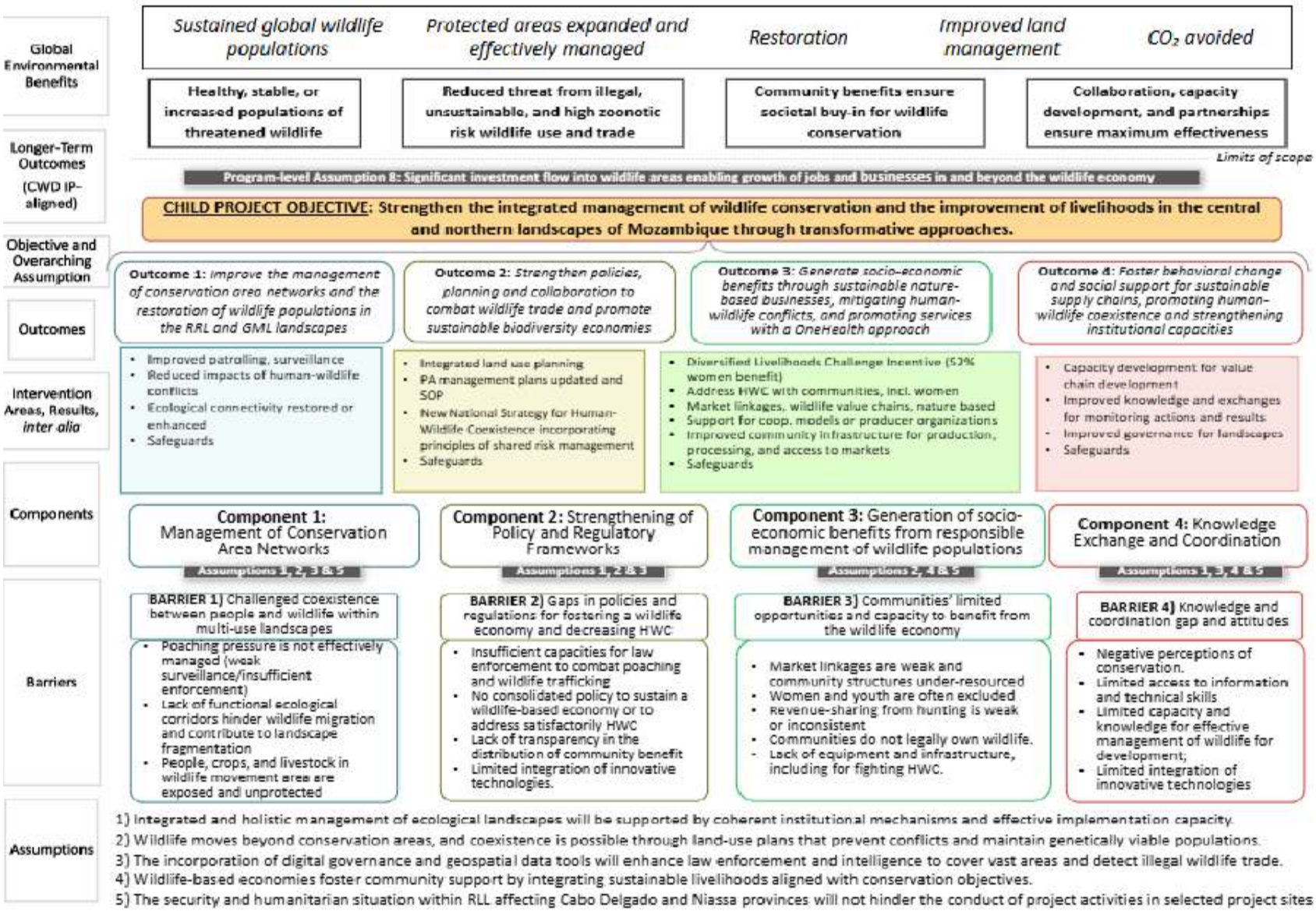
3. Use of digital technologies and geospatial data
IF digital governance tools and geospatial data are integrated into conservation management,
THEN the capacity for surveillance, territorial control, and detection of illegal wildlife trade will be significantly enhanced, even across vast landscapes.

4. Wildlife-based economies
IF local economies based on wildlife are promoted, aligned with sustainable practices and conservation goals,
THEN communities will take an active role in protecting natural resources, increasing local support for conservation efforts and reducing pressure on biodiversity.

5. Safety and Security
IF the security and humanitarian situation within RLL affecting Cabo Delgado and Niassa provinces will not hinder the conduct of project activities in selected project sites. local economies based on wildlife are promoted, aligned with sustainable practices and conservation goals,
THEN communities will take an active role in protecting natural resources, increasing local support for conservation efforts and reducing pressure on biodiversity.

Together, these assumptions and causal pathways define a logical, risk-aware roadmap for achieving sustainable landscape governance and biodiversity conservation under MOZ TRANSFORM.

Figure 6. Main Diagram for the Theory of Change (TOC), version of 21-Apr-2025



Knowledge Management

In line with the GEF Knowledge Management Framework, knowledge management will be approached as a systematic process to capture, document, analyze, share, and apply knowledge generated by this project as well as from past and ongoing interventions, both within and beyond the GEF portfolio. In this regard, it will actively contribute to Component 4 of the GEF-8 Wildlife Conservation for Development Integrated Program (WCD-IP): "Coordination and knowledge exchange for transformational impact", by sharing knowledge products, intervention models, and lessons learned with other Child Projects and facilitating their scaling at national and regional levels.

In this regard, the project proposes a Knowledge Management strategy aimed at: 1) **Informing policy dialogues and decision-making** at local, national, and regional levels through the documentation and dissemination of experiences, lessons learned, and best practices related to biodiversity conservation, wildlife-based economies, and human-wildlife conflict management;2) **Improving the effectiveness of project implementation** through adaptive learning and continuous feedback among key actors, including government agencies, implementation partners, local communities, and civil society organizations; and 3) **Fostering community ownership and the replicability of successful approache**s, especially community-led conservation models (CCAs), restored ecological corridors, and participatory governance systems, among others.

Key Knowledge Management strategies and actions

- **Design and implementation of community Learning Centers** that serve as platforms for knowledge exchange, training, and awareness-raising on sustainable practices, agroecology, tourism, and human-wildlife coexistence *(Activity 4.1.1).*
- **Training of community facilitators and technical staff** in peer-to-peer learning methods, environmental education, and rural extension, promoting an inclusive and participatory approach *(Activity 4.1.2).*
- **Development of learning materials adapted to local cultural and linguistic contexts**, including printed and digital modules, videos, radio materials, among others *(Activity 4.2.1).*
- **Implementation of thematic awareness campaigns** (on conservation, reduction of illegal wildlife product use, fire management, etc.), especially targeting women, youth, and community leaders *(Activity 4.2.2).*
- **Establishment of a baseline on perceptions and behaviors** regarding the use of natural resources, illegal wildlife trade, and the perceived value of biodiversity *(Activity 4.3.1).*
- **Monitoring of behavior change and adoption of sustainable practices**, to feed into the M&E system and adjust project intervention strategies *(Activity 4.3.2).*

Complementary Strategies

- Capture and documentation of lessons learned, through case studies, "Lessons in a Nutshell" publications, and multimedia materials highlighting successful practices such as CCAs, JAPCOCC, HWIRU, and benefit-sharing mechanisms (Outputs 4.1–4.3).

- Creation of a digital knowledge repository, in partnership with BIOFUND, MAAP/ ANAC, I.P., and UNDP, to host all technical, training, and communication products developed by the project (cross-cutting across activities 4.1–4.3).

- Facilitation of exchanges between landscapes and peer-to-peer learning, including field visits and thematic workshops between GML and RLL, as well as with other WCD-IP countries (Activity 4.1.2 and coordination with the global program framework).

- Integration of Knowledge Management with the Monitoring and Evaluation system, ensuring that generated knowledge informs real-time decision-making and is reflected in reports such as the Annual Results Monitoring Report (ARMR) (linked to follow-up activities under 4.3.2).

- Inclusion of local knowledge and a gender perspective throughout all phases of knowledge capture and dissemination, ensuring the active representation of women, youth, and traditional leaders (mainstreamed across activities outputs 4.1 to 4.3).

Entry points for engaging key stakeholders towards solutions and learning lessons

Learning lessons from past and ongoing initiatives
Effective stakeholder engagement is central to the success of TRANSFORM. Building on lessons from previous and ongoing conservation and landscape management projects in Mozambique, the project will ensure inclusive, informed, and sustained participation of stakeholders at all levels—from national institutions to community-based organizations. This will also support adaptive management and foster stronger partnerships across sectors.
Key lessons from previous initiatives include:

At the national level:

- Prioritize early engagement of stakeholders with knowledge of the intervention areas and a demonstrated willingness to collaborate.
- Ensure that relevant stakeholders are provided with timely, accessible information and opportunities to give meaningful feedback during both design and implementation.
- Actively involve representatives of civil society and platforms with community reach, ensuring local voices inform national decisions.
- Promote cross-sector coordination and alignment with existing strategies and initiatives to maximize coherence and impact.

Local stakeholders:

- Ensure inclusive participation of local authorities, including traditional leaders (e.g., régulos, sobas), community-based organizations, and women's groups from the outset.
- Facilitate open dialogue and joint planning to align project activities with local priorities and knowledge systems.
- Address weak coordination between project implementers and local stakeholders, as this has previously undermined ownership and the achievement of project outcomes.
- Maintain consistent communication throughout the project cycle to build trust and promote transparency.

These entry points will help ensure TRANSFORM is grounded in local realities, while also aligned with national priorities, thus strengthening its relevance, sustainability, and long-term success.

Gender-Balanced Stakeholder Engagement , including access to training and project benefits
The project will ensure that all stakeholder engagement processes are inclusive and gender-sensitive, both in design and implementation. The overall approach to ensure gender-balanced stakeholder engagement will be through Training, Participatory activities, Awareness raising (Sensitization), Systematization and Support.

Training plays a pivotal role in building the capacity of stakeholders to address and integrate gender-sensitive practices. Community facilitators, MAAP/ ANAC, I.P. staff, and trainers should receive tailored sessions to recognize and address gender-specific challenges in their work environments. Provincial, district, municipal, and commune staff require training on gender-sensitive governance to ensure inclusive service delivery and decision-making

processes that equitably represent community needs through approaches such as Gender Sensitive Budgeting and Planning. Training activities ensure that conservation sector and community sector stakeholders have an understanding of gender and its implications in daily life. This may include approaches such as Gender Action Learning Systems (GALS) and Men for Equality.

Participatory activities, such as meetings and consultations, will be designed to encourage active and equal participation from all genders. This involves ensuring that meeting times, locations, and formats are accessible to both men and women and that facilitators are trained to address any power imbalances during discussions. Special efforts, such as providing childcare during meetings or holding separate consultations for women and men, when necessary, can help overcome cultural or practical barriers to participation. Additionally, representation quotas or guidelines can ensure that women have equitable opportunities to serve as decision-makers or spokespeople during these activities.

Awareness raising (Sensitization): Women can be involved as direct beneficiaries and agents of change in awareness-raising activities on gender equality and their role in conservation. This may include community workshops, educational campaigns, and dialogue spaces that challenge limiting social norms and promote equitable participation. It is important to adapt content and formats to the linguistic, cultural, and time realities of women. In addition, facilitators must be trained to identify and address power dynamics that suppress women's voices in public spaces.

Systematization: To achieve structural inclusion, the project must integrate the gender approach into strategic documents, operational protocols, and institutional language. This means, for example, using inclusive language ("male and female farmers"), setting targets for female representation in committees, and including gender indicators in monitoring systems. Throughout the project, gender will be integrated/mainstreamed in the project´s outcomes and activities. The project will also support the development of gender inclusive policy documents. Women should also take part in planning and evaluation processes, which contributes to institutionalizing their presence as key actors within project structures.

Support: Technical and financial support will be provided to ensure that women benefit equally from the project as beneficiaries of project activities and through the gender inclusive approaches to conservation. The project will provide concrete support mechanisms for women, such as adapted trainings, technical assistance, access to appropriate technologies, and logistical or financial resources (e.g., childcare during activities). Additionally, mentorship and leadership networks should be created for women in operational, technical, or decision-making roles. This component also involves addressing structural barriers that hinder their full participation, such as lack of access to information or basic services related to their role in conservation and sustainable resource use.

Key female stakeholders

The project will seek to engage two main categories of female stakeholders: women in the conservation sector, and women in the communities of the landscapes.

<u>Women in the Conservation sector</u>
The conservation sector stakeholders include:

- Conservation Area actors such as MAAP/ ANAC, I.P. and the national parks and reserves such as GNP, REN, and QNP and REN.
- Conservation sector partners such as BIOFUND but also GRP, WCS and others
- Private Sector partners such as Hunting concessions, but also e.g. forestry concessions or tourism operators;
- Local and provincial government representatives

Women are in a small minority in the conservation sector, especially with regards to the operation of conservation areas and wildlife protection. Therefore, the project will develop innovative approaches to ensure that women´s voices are heard in consultations with this category of stakeholders and avoid that the "one" female voice becomes the voice for all women. To expand the voice of women, female representatives with relevant experience from outside conservation area – such as police, military, private sector, government - will be invited to join the women of the conservation sector. If appropriate, female sector specialists from the Southern African region will be invited. The approach used to include women will be assessed annually by the Project Management Unit. Gender disaggregated data will be used to monitor stakeholder engagement.

Community Stakeholders:

Women will be engaged in community-level consultations with Natural Resource Management committees and Community Conservation Councils, where equal participation and the voice of women and men will be promoted. In addition, the project will directly contact local women´s groups and associations with support of gender focal points from government institutions (such as MAAP/ ANAC, I.P. and the Ministry of Gender), and CSOs and NGOs with experience in gender and conservation (such as Fofen, AMMCJ, AMA, ROADS, GMPIS, FAMOD) will also be involved from the early stages to co-design activities and support more equitable decision-making

Specific mechanisms to promote gender balance include:

- use of sex-disaggregated data in stakeholder mapping;
- organization of gender-specific consultations or safe spaces for women when needed;
- adjusting the timing and format of trainings, consultations, and field activities to accommodate women's availability;
- applying selection criteria that prioritize gender parity in committees, training groups, and field teams.

These approaches will not only strengthen women's participation and leadership but will also generate valuable lessons on inclusive conservation governance, which can be shared and replicated across landscapes through the project's learning platforms.

/ Refer for more details to PRODOC Annex 8 "Stakeholder Engagement Plan" and PRODOC Annex 10 "Gender analysis and action plan". /

Project Benefits, Stakeholders and Sustainability

The Moz TRANSFORM Project will deliver significant environmental, economic, and institutional development benefits through **improved protected area (PA) management**, including the establishment of **Community Conservation Areas (CCAs)**, improved **law enforcement** at different levels (national and local), improved **veterinary support** for the management of wildlife, **ecosystem restoration/recovery**, especially through improved fire control and wildlife management in ecological corridor area, and sustainable livelihoods in two critical conservation landscapes in Mozambique: The Gorongosa-Marromeu Landscape (GML) and the Rovuma-Lugenda Landscape (RLL). Through Integrated Landscape and Land Use Planning (ILUP) targeting selected 'landscapes within landscapes' (i.e. specific areas within the GML and RLL requiring improved management), the project will also deliver strengthened landscape governance adopting **the Landscape Approach** and bringing cohesion to all of the proposed actions.

Together, project outcomes are expected to reduce the pressure on biodiversity resources according to the project's Theory of Change (TOC). Global environmental benefits (GEBs), as well as national and local benefits, will be delivered through the following 'Solution' (with reference to the project's TOC - Figure 5):

Engage stakeholders across the landscapes to reconcile competing objectives of nature conservation with the pursuit of economic activities, supporting communities to embrace sustainable land use practices, better manage human-wildlife conflict and take part in the wildlife economy through viable and diversified activities and by adopting a gender-responsive approach.

The project seeks to enhance integrated wildlife management and improve community livelihoods across the central and northern landscapes of Mozambique through transformative and nature-based solutions.

/ Refer for to PRODOC Annex 8 "Stakeholder Engagement Plan" for more details on how the project intends to engage private sector stakeholders. Refer also to PRODOC Annex 8 "Gender Analysis and Gender Action Plan". /

End of the project situation (Sustainability)

Key expected results, as currently assessed, include:

- Improved protection in core protected areas within the landscapes and creation of Community conservation areas in some 3.3 million hectares, of which approximately 116,000 hectares will be new or newly created Community Conservation Areas (CCAs)
- Adoption of sustainable land and resource management practices across the two landscapes through improved management of landscapes, including fire control and restoration/rehabilitation of degraded lands in priority intervention areas with the highest potential for impact:
    - Vunduzi Corridor and Cheringoma-Marromeu Corridor (Gorongosa-Marromeu Landscape)
    - Hunting Reserves (Coutadas): Lureco, Nipepe, Nungo, Nicage, Marangira (Rovuma-Lugenda Landscape).
- Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use (AFOLU) through a targeted reduction in emissions from tree cover loss and degradation of forests within the landscapes, plus agro-forestry. Although the total targets for greenhouse gas (GHG) emission mitigated still need to be re-calculated, it is expected to be in the order of 18 Mt CO2-equivalent, over a 20-year period.
- Direct benefits to local communities in the two landscapes and in central level institutions will be delivered. For community stakeholders these benefits will be primarily through improved livelihoods, food security, resilience and enhanced capacities, operationalized through the two grant-making mechanisms foreseen under Component 3. Although the total targets for beneficiaries still need to be re-calculated, they are expected to include directly and indirectly some 500,000 people, most of them rural and community beneficiaries, likely some 100,000 households.

Sustainability Strategy

The sustainability of the project is grounded in local ownership, capacity building, and integrated landscape governance. The project will ensure long-term impact through the following mechanisms:

- Strengthening local governance structures, including Natural Resource Management Committees (CGRNs) and vulnerable groups such as women and youth, to lead the implementation of natural resource management initiatives. These efforts aim to restore and preserve the integrity of critical ecosystems across the Gorongosa-Marromeu Landscape (GML) and the Rovuma-Lugenda Landscape (RLL). Priority areas include ecological corridors such as Vundzi-Serra de Gorongosa and Cheringoma-Marromeu in the GML, as well as the Marrupa-Mecula Corridor and community conservancies surrounding Hunting Blocks 7 and 9 in the RLL.

- Enhancing institutional capacity and coordination mechanisms of MAAP/ ANAC, I.P. and other relevant government entities, including local authorities. Key focus areas will include resource monitoring, law

enforcement, community development, and integrated landscape planning to promote the effective and sustainable management of natural resources. Particular emphasis will be placed on the establishment and empowerment of the Conselhos Nacionais de Defesa e Conservação (CONDEC) as a central platform for multi-stakeholder dialogue, decision-making, and governance of conservation and natural resource management efforts.

- Fostering strategic partnerships with conservation organizations and private sector operators, including FZS, GRP, WCS, BIOFUND, and wildlife concessionaires, positioning them as co-implementers and long-term stewards of biodiversity and ecosystem services across the two landscapes. This collaborative approach will promote effective resource allocation, strengthen conservation financing mechanisms, and maximize benefit-sharing from conservation and the wildlife economy, ensuring that local communities derive tangible socio-economic benefits from sustainable natural resource management.

- Leveraging co-financing from partners such as the GRP, FZS, WCS and BIOFUND to aligning the project interventions with national policies and funding mechanisms for biodiversity conservation and community development in the Protected Areas.

- Facilitating knowledge sharing and learning among communities and the implementation partners in both landscapes, scaling best practices, and fostering a culture of continuous learning, and adaptive management, driving more effective conservation outcomes and strengthening community-led stewardship of critical ecosystems.

Refer for more details to "Stakeholder Engagement Plan" for more details on how the project intends to engage private sector stakeholders.

Results through Core Indicators:

Project Core Indicators		**Expected at CEO Endorsement**
1	**Terrestrial protected areas** created or under improved management (hectare)	3,575,748
2	**Marine protected areas** created or under improved management (hectare)	
3	Area of **land and ecosystems under restoration** (hectare)	42,000
4	Area of **landscapes under improved practices** (hectare)	4,420,215
5	Area of **marine habitat under improved practices** (hectare)	
6	**Greenhouse Gas Emissions Mitigated** (metric ton of CO_2e)	11,689,295
7	**Shared water ecosystems** under new or improved cooperative management (count)	
8	Globally over-exploited **marine fisheries** moved to more sustainable levels (metric ton)	
9	Chemicals of global concern and their waste reduced (metric ton of toxic chemicals reduced)	

Project Core Indicators		Expected at CEO Endorsement
10	Persistent organic pollutants to air reduced (gram of toxic equivalent gTEQ)	
11	People benefiting from GEF-financed investments **disaggregated by sex** (count)	500,000 of which 50% women

The total project landscapes encompass an area of 20,040,352 ha for the Rovuma-Lugenda Landscape, and the Gorongosa-Marromeu Landscape with a total area of 6,332,116 ha. Activities will be concentrated in part of the landscapes.

Indicator 1.1.

The project will help create three new CCAs in GML: area 10, 11 and Cheringoma, amounting to 74,700 ha and another CCA in RLL amounting to 91,600 ha. *Total target area under Indicator 1.1 is therefore 166,300 ha*.

Indicator 1.2.

For both landscapes all PAs with appointed IUCN category were considered. Besides that, all safari concessions (coutadas), Reservas de Bravio and already proclaimed Community Conservation areas were included. CCAs under consultations or planned but not proclaimed were not included. Three terrestrial KBAs present in the landscapes that were not uploaded into wdpa, therefore assumed the protection is not fully formalized. Those are Palma and Quiterajo in Cabo Delgado Province and Njesu Plateau in Niassa. Not considered in calculations. Total hectarage of Protected Areas within the landscapes amount to 11,161,737 ha. The project will however work in priority areas being Gorongosa National Park, Marromeu National Reserve, priority zones within Niassa Special Reserve, selected already existing CCAs in both landscapes, Quirimbas National Park and coutadas selected based on their proximity to priority intervention areas within the landscapes. Total target area is 3,409,448 ha. *Total target for Indicator 1 is therefore 3,575,748 ha (a sum of 1.1. and 1.2.)*

Indicator 3.1.

Expected active restoration areas are located between new CCAs in GML, amounting to 12,000 ha. In RLL the restoration will take place in the southern part of Marrupa-Macela corridor on an areas of 20,000 ha. *Target for Indicator 3 equals target for indicator 3.1. i.e. 42,000 ha*

Indicator 4.1.

Total area of project landscapes amount to 26,372,468 ha. Under this indicator all existing (11,172,879 ha) and new (166,300 ha) Protected Areas were excluded together with areas of land uses that will not be targeted by this project, amounting to 257,238 ha and the area set aside for active restoration i.e. 42,000 ha. The remaining area amounts to 14,734,051 ha out of which roughly 30% was considered suitable for improved management to benefit biodiversity, i.e. 4,420,215 ha. *Target for Indicator 4 equals target for 4.1. i.e. 4,420,215 ha*

Indicator 6

Expected GHG emissions reductions from all project activities amount to 11,689,295 t CO_2eq. This number comes from avoided deforestation activities (approx. 2.93 M t CO_2eq), reforestation (approx. 1.89 M t CO_2eq) and improved management of the landscapes (6.69 M t CO_2eq). Focus areas are: for RLL: Marrupa-Mecula corridor, Chipanje Chetu and a nec CCA to be created by the project; in GML: are inside Cheringoma and two other CCAs to be created plus the surrounding area. For this project, only the DIRECT carbon sequestered or emissions avoided in the AFOLU sector is considered and were calculated using the FAO Ex-ACT tool in Excel, version 9.4.2, applied on 22-May-2025. Refer to the Excel sheet containing the application of the FAO Ex-ACT tool for methodological details of the updated calculations.

Core Indicator 11

The number of beneficiaries is the same as it was at the Concept Note stage (500,000 people out of which at least 50% women). At CEO Endorsement stage, a refinement of the calculations for target population was conducted considering the various localities where project activities are expected to take place. Those include Gorongosa NP and surroundings (information on population provided by GRP), Marromeu Reserve (considering the population inside the reserve as informed by FZS), Quirimbas NP (resident population according to the PA's 2021 management plan), Niassa Reserve's various blocks (information on population provided by WCS), rural areas of Marrupa district and Chipanje Chetu (the latter two with GIS based estimates). The total estimated population adds up to 500,000 people. A break-down of 50% women among this population was considered.

Approach to stakeholders, women, communities and private sector entities included

Stakeholder engagement is central to the design and implementation of the TRANSFORM Project. The project adopts a multi-level, participatory approach that ensures active involvement of local communities, government institutions, private sector actors, and conservation partners.

Key Stakeholders, their roles and potential benefits:

Local communities — including women and youth in both landscapes — will play a central role in restoration efforts, sustainable livelihoods, and natural resource management. Community-Based Organizations (CBOs) will facilitate community mobilization, participatory planning, and capacity development at the local level. Together, these efforts will strengthen the implementation of the community conservancy approach, with a focus on expanding and scaling up key nature-based value chains as sustainable sources of livelihood and income generation.

Strategic Conservation Partners- the project will leverage existing partnerships with leading conservation organizations managing key protected areas within the project landscapes:

- Frankfurt Zoological Society (FZS) — Partner in Marromeu Special Reserve, supporting biodiversity conservation, anti-poaching, ecological monitoring, and community engagement along the Marromeu Complex.

- Gorongosa Restoration Project (GRP) — Co-manager in the Gorongosa National Park, supporting the ecosystem restoration through active investment in landscape management, co-management with both the government and local community, biodiversity research and tourism development.

- Wildlife Conservation Society (WCS) — Co-manager in the Niassa Special Reserve, contributing with technical expertise in conservation planning, law enforcement, human-wildlife conflict mitigation, and community development initiatives in most of the underserved communities.

- Wildlife Hunting Concession Operators — In the GML and RRL, the project will engage private sector concessionaires to promote sustainable wildlife management, improved community benefits from trophy hunting revenues, and compliance with conservation standards to maintain the ecosystem integrity in the key wildlife corridors.

Government Institutions - led by the Ministry of Agriculture, Environment and Fisheries (MAAP)/ ANAC, I.P., the project will strengthen governance capacities at national, provincial, and district levels, promoting cross-sector coordination in land use planning, biodiversity conservation, and human-wildlife conflict strategies.

- At the central level, the government will benefit from enhanced legal and policy frameworks, the development of a wildlife economy framework, and the implementation of the National Human-Wildlife Conflict Strategy.
- At the district and local levels, government institutions will benefit from the development and implementation of coherent and integrated land use and territorial plans, ensuring the sustainable management of land and natural resources across the project landscapes.
- At the landscape level, the project will strengthen coordination among key stakeholders and allocate the necessary resources to build local capacity in addressing critical challenges such as deforestation, human-wildlife conflict, and economic diversification. This will be achieved through the promotion and development of nature-based economy value chains that support sustainable livelihoods and conservation objectives.

Other players, including a specific approach to private sector engagement

The project builds on and complements various initiatives focused on biodiversity conservation, land restoration, and sustainable livelihoods. These stakeholders and initiatives are outlined in Section:
'Coordination with Ongoing Initiatives and Projects, including potential for co-financing or joint programming'.

Private Sector Engagement - the project will foster and strengthen existing partnerships with wildlife hunting and ecotourism concessions, while creating new opportunities for investment and development within the broader wildlife economy. Private sector involvement will play a key role in promoting and scaling up value chains for nature-based goods and services, contributing to local economic development. This approach will help expand benefit-sharing mechanisms across multiple community groups, with a particular focus on empowering women and youth.

Development Partners and Civil Society Organizations- collaboration with donor-funded programs and local NGOs will be key to generating synergies, sharing knowledge, and mobilizing co-financing to scale up livelihood improvement interventions in the Gorongosa–Marromeu and Rovuma–Lugenda landscapes. Particularly relevant is the alignment with the ongoing Sustainable Livelihoods Development Project funded by the Government of the Netherlands in the GML landscape, as well as the Northern Mozambique Resilience Project, funded by the World Bank, which supports activities in the RLL landscape and Quirimbas National Park. In addition, the project is linked to various civil society organizations active in the target areas, such as the Gorongosa Restoration Project (GRP), Wildlife Conservation Society (WCS) and Frankfurt Zoological Society (FZS), which implement community-based conservation approaches and sustainable value chains. Active participation is also foreseen from organizations specialized in gender and vulnerable groups, such as FOFEN (Forum of Women's Associations of Niassa), FAMOD (Forum of Mozambican Associations of Persons with Disabilities), and other local networks focusing on youth, women, persons with disabilities, and conflict-displaced populations.

Academia- the project recognizes the fundamental role of academic institutions in knowledge generation and local capacity development. Universities such as Eduardo Mondlane University, Lúrio University, and its Faculty of Veterinary Medicine are involved in the project by contributing applied studies, impact assessments, and research on biodiversity conservation and wildlife-based economies. These institutions will support data systematization, the design of monitoring protocols, and capacity building in natural resource management and wildlife health. Through strategic partnerships, the project will promote collaboration between academia, communities, and government actors, strengthening a solid scientific foundation for decision-making and ensuring the sustainability of outcomes across the intervention landscapes.

/ Refer for more details to PRODOC Annex 8 "Stakeholder Engagement Plan"/

Alignment with GEF-8 Programming strategies & country / regional priorities

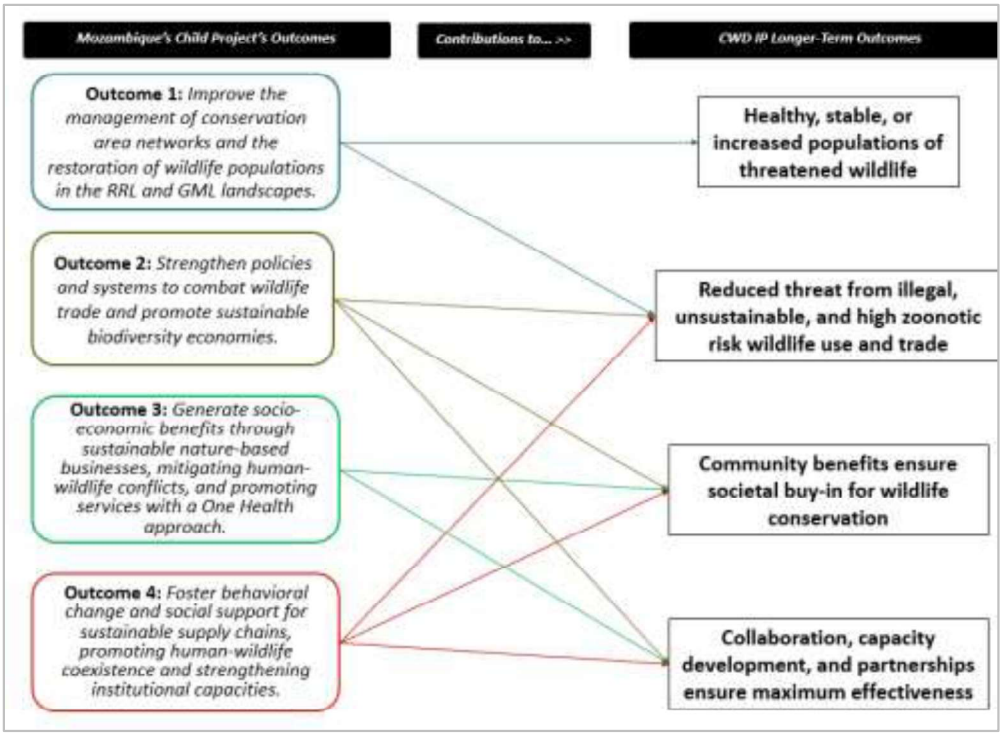
The project is particularly well aligned with GEF-8 GWP program outcomes in the manner shown in Figure 7, with more details provided in Table 1. Also, the TOC diagram (Figure 6) was inspired by the global level TOC.

Table 1. Contribution of the project to GEF-8 GWP program outcomes

GEF-8 GWP Component	**Relevant GEF-8 GWP Program Outcomes**	**Expected Project Contributions/Targets**
1. Coexistence of People and Wildlife in Connected Habitats	*Long-term outcome*: Healthy, stable or increased populations of threatened wildlife 1.1 Protected and conserved areas and other wildlife habitats are well connected, effectively managed and restored 1.2 Threats to wildlife from poaching and other illegal activities in landscapes and seascapes are reduced 1.3 Community engagement in wildlife and habitat management is increased 1.4 Human-wildlife conflict is reduced 1.5 Ecosystem-based interfaces for zoonotic spillover between humans, livestock and wildlife are better managed	The project contributes through Outputs 1.1 and 1.2 by strengthening protected area networks and improving law enforcement to reduce threats to wildlife. Output 2.1 supports land-use planning to maintain ecological connectivity and reduce human-wildlife conflict (1.2, 1.4). Output 3.2 promotes coexistence through livelihood alternatives and conflict mitigation tools (e.g., beehive fencing, buffer crops). Output 4.3 targets behavioral change in communities, supporting engagement in biodiversity conservation (1.3). Ecosystem integrity is enhanced, reducing zoonotic spillover risks (1.5).
2. Illegal, Unsustainable and High Zoonotic Risk Wildlife Use and Trade	*Long-term outcome:* Reduced threat from illegal, unsustainable and high zoonotic risk wildlife use and trade 2.1 Governance, policy and regulatory frameworks are strengthened within and between countries	Under Outputs 1.1 and 1.2, the project expands JAPCOCC and HWIRU structures, equipping them with digital tools and training to strengthen enforcement (2.1, 2.2). Output 1.2 supports transboundary coordination and intelligence-sharing with regional partners (2.3). Output 4.1 contributes to public awareness and demand reduction for illegal wildlife products (2.5). Value chain activities under Output 3.2 will also promote legal, traceable, and sustainable wildlife-based enterprises (2.4).
3. Wildlife for Prosperity	*Long-term outcome*: Community benefits ensure societal buy-in for wildlife conservation 3.1 Policy, legislation and institutions to support a wildlife-based economy are strengthened 3.2 Wildlife conservation financing mechanisms are diversified, and public-private-community partnerships built 3.5 Sustainable livelihoods are increased and diversified, especially for women, youth and socially marginalized groups	Outputs 3.1 and 3.2 provide targeted support to women and men in local communities to develop nature-positive enterprises, eco-jobs, and VSLA-based models (3.5). Output 3.1 establishes the Challenge Grant to support SMEs across priority corridors. Output 3.2 ensures equitable benefit-sharing and financial inclusion. Output 4.2 communicates successful models to incentivize replication and mobilize additional investment (3.2, 3.4).
4. Coordination and Knowledge Exchange for Transformational Impact	*Long-term outcome*: Collaboration, capacity development and partnerships ensure maximum effectiveness	Under Output 4.1, the project establishes knowledge-sharing systems to promote uptake of good practices. Outputs 1.1, 2.1, and 4.4 strengthen institutional capacity and monitoring

GEF-8 GWP Component	Relevant GEF-8 GWP Program Outcomes	Expected Project Contributions/Targets
	4.1 Knowledge generation, exchange and learning enable replication and scale up of best practices 4.2 Technical capacity of national and sub-national institutions and partners is collaboratively developed	systems across landscapes. Partnerships with ANAC, I.P., Biofund, and NGOs (GRP, FZS, WCS) foster technical collaboration (4.2, 4.3), and the integrated M&E system ensures tracking of outcomes and GEBs (4.4).

Figure 7. How the Outcomes from the Mozambique Child Project connect with long-term outcomes of the GEF-8 GWP



The Mozambique TRANSFORM project contributes primarily to the following targets of the Kunming-Montreal Global Biodiversity Framework (GBF):

- **Target 1:** Through integrated land-use planning (Output 2.1), the project contributes to spatial planning that maintains ecosystem connectivity.
- **Target 3:** By strengthening the management of protected areas and corridors (Outputs 1.1 and 1.2), it contributes to effective area-based conservation.
- **Target 4:** The project supports sustainable use of biodiversity through eco-livelihoods and legal wildlife value chains (Outputs 3.1 and 3.2).
- **Target 5:** By addressing poaching and illegal wildlife trade (Outputs 1.1, 1.2), it directly contributes to reducing biodiversity loss from exploitation.
- **Target 9:** Alternative livelihoods and gender-responsive grants (Outputs 3.2 and 4.3) contribute to fair and equitable benefit-sharing.
- **Target 19:** The use of BIOFUND and innovative financing mechanisms support biodiversity financing (Output 3.1).

Finally, the project aligns with Mozambique's National Biodiversity Strategy and Action Plan (NBSAP), the National Development Strategy, and national REDD+ and climate resilience frameworks. Potential risks of conflicting interests at the local level (e.g. land-use competition) will be addressed through participatory planning and strong government engagement under Output 2.1 and the adherence to strong social and environmental safeguards.

IV. RESULTS AND PARTNERSHIPS

Expected Results

Socio-Economic Benefits:

The TRANSFORM project will generate significant socio-economic benefits by promoting community-centered sustainable livelihoods and fostering a local economy based on biodiversity. Through an inclusive conservation approach and ecological restoration in the Gorongosa-Marromeu and Rovuma-Lugenda landscapes, the project aims to directly improve the living conditions of at least 500,000 people, ensuring that no less than 50% of the beneficiaries are women.

One of the main benefits will be the diversification of rural livelihoods through the establishment of a grant-making mechanism within each landscape. This instrument will finance sustainable economic initiatives led by local communities, such as conservation agriculture, beekeeping, handicraft production, ecotourism, and the sustainable use of non-timber forest products. Priority will be given to enterprises led by women or with majority female participation, thereby helping reduce gender gaps in access to resources and opportunities. The project will also promote green job creation by training and hiring community members for key conservation roles, such as community wildlife guardians, forest fire brigades, animal health promoters, and ecological monitoring technicians. These activities will not only generate income but also strengthen the link between biodiversity conservation and sustainable human development.

Another essential benefit will be the reduction of human-wildlife conflict through the implementation of Human-Wildlife Incident Response Units (HWIRU) and the establishment of veterinary service centers under a One Health approach. These actions will improve food security, protect crops and livestock, and prevent the transmission of zoonotic diseases, thereby enhancing community resilience to environmental and health-related challenges. Finally, the project will contribute to the social and economic empowerment of women and youth through their active participation in governance, land-use planning, and decision-making processes. Through technical training, mentoring, equitable access to resources, and awareness-raising campaigns, the project will promote women's leadership and foster a gradual shift in the social norms that perpetuate gender inequality. These interventions will enable women to become not just beneficiaries, but active agents of transformation in their communities.

Global environmental benefits

The TRANSFORM project will generate substantial global environmental benefits through the effective conservation and restoration of key ecosystems in the Gorongosa-Marromeu and Rovuma-Lugenda landscapes. By improving the management of over 4.3 million hectares of protected areas and buffer zones, and by creating an additional 166,300 hectares of new protected areas, the project will contribute to the conservation of globally threatened and emblematic species. The restoration of ecological corridors will strengthen connectivity between critical habitats, ensuring the genetic viability of wildlife populations and enhancing the resilience of ecosystems to climate change.

Moreover, through the adoption of sustainable practices such as agroforestry, fire management, and assisted natural regeneration, the project is expected to mitigate approximately 11.7 million tons of CO_2 equivalent over a 20-year horizon. This will be complemented by the strengthening of institutional and community capacities to

combat illegal wildlife trade, promoting cross-border cooperation and the use of advanced surveillance technologies. These actions align with Mozambique's international commitments under the Convention on Biological Diversity, CITES, and the Global Biodiversity Framework, and contribute to achieving the Sustainable Development Goals—particularly SDGs 13, 15, and 17.

Project Outcomes, Outputs and Activities

Component 1) Management of Conservation Area Networks

Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.

Improved management of conservation area networks and restoration of wildlife populations of the RLL and GML will happen as a result of the implementation of coordinated and innovative models to address illegal wildlife trade and unsustainable practices surrounding the conservation areas (such as deforestation, wildfire encroachment, fragmentation of ecosystems and disordered infrastructure development). The project will work towards ecological restoration of wildlife corridors, effective management of wetlands (Ramsar sites) through specific toolkits, development of spatial land use instruments and integrated landscape planning.

The project will focus on implementing integrated strategies to address key conservation areas' challenges in RLL and GML. These include disrupting illegal wildlife trade networks through enhanced surveillance and legal frameworks, promoting sustainable land-use practices, and mitigating the impact of deforestation, wildfires, and habitat fragmentation.

Key actions will include:

- Development of ecological restoration plans for wildlife corridors to enhance connectivity.
- Implementation of effective management plans for Ramsar wetlands using advanced toolkits.
- Formulation and adoption of spatial land-use instruments and policies to guide sustainable development.
- Engagement of local communities and stakeholders in conservation efforts through education, capacity building, and incentive programs.
- Collaboration with international partners to strengthen cross-border ecosystem management and protect biodiversity hotspots.
- Through these coordinated and innovative approaches, the project aims to restore and maintain resilient ecosystems in the RRL and GML landscapes, ensuring the survival of wildlife populations and the well-being of surrounding communities.

Work under this component focuses on strengthening the management and ecological integrity of conservation areas within the RRL and GML, while also strengthening the national capacity to monitor poaching and human-wildlife conflict incidents at the central level. It aims to address the complex environmental challenges threatening biodiversity in these regions, including illegal wildlife trade, deforestation, wildfires, habitat fragmentation, and unsustainable land-use practices.

By adopting an integrated and multi-sectoral approach, the project seeks to ensure the long-term survival of wildlife populations and promote the resilience of ecosystems that support both biodiversity and local livelihoods. A central priority under this component is the development and implementation of ecological restoration plans for wildlife corridors. These plans will enhance habitat connectivity across fragmented landscapes, facilitating wildlife movement and population recovery. Additionally, the project will apply advanced management toolkits to improve

the conservation of Ramsar-designated wetlands, which are vital for biodiversity protection and the provision of ecosystem services.

To guide sustainable development and prevent further environmental degradation, the project will also support the formulation and adoption of spatial land-use planning instruments and policies. These will serve as strategic tools for local and national authorities to balance conservation goals with socio-economic development priorities. Engagement with local communities and stakeholders will be a cornerstone of this component. Through education, capacity-building initiatives, and incentive-based programs, the project will promote inclusive participation and foster a sense of ownership in conservation efforts. This will empower communities to become active stewards of the landscapes they depend on.

The project will prioritize the establishment of a centralized surveillance and coordination center in Niassa Special Reserve, which will serve as the anchor for improved monitoring across the Rovuma–Lugenda Landscape (RLL). In the south, there is an urgent need to expand Gorongosa's proven surveillance infrastructure to the broader Gorongosa–Marromeu Landscape (GML), including the Marromeu Reserve, coutadas, Community Conservation Areas (CCAs), and forest reserves. Developing coordinated systems for both wildlife law enforcement and veterinary surveillance is essential to protect biodiversity, reduce zoonotic risks, and strengthen resilience against illegal wildlife trade. Enhancing anti-poaching strategies and cross-border cooperation will also be integral to addressing illegal wildlife trade networks, through the operationalization of anti-poaching operations centers within the targeted landscapes (GML and RLL).

Note: In the context of this project, anti-poaching operations centers will be referred to as Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC). The term reflects the joint effort of multiple stakeholders and institutions across various sectors, both at site level and in other areas involved in investigation, prosecution, or data collection. These centers will not only involve conservation area rangers, but also the police force, private sector actors, and potentially cross-border collaborators. JAPCOCCs will also be linked to the Human–Wildlife Incident Response Units (HWIRU) developed under this project.

Similar models have been implemented in other countries. In Zimbabwe, for example, the "Strategic Anti-Poaching Operations Centre" was established for the Chewore Safari Area and received recognition from CITES. In Mozambique, Peace Parks Foundation uses the term "Combatting Wildlife Crime Unit" for its work in Maputo National Park and supports the Maputo International Airport Canine Protection Unit, which helps detect and prevent the trafficking of illegal wildlife products. Gorongosa National Park refers to its unit as the "Special Unit" which operates in collaboration with various other stakeholders.

This illustrates that while the structure, name, and scope may vary, the JAPCOCC concept represents an integrated, multi-stakeholder approach unified by a common objective: reducing poaching and illegal wildlife trade.

Establishing and/or strengthening JAPCOCC units in multiple locations across the country is a strategic step toward enhancing wildlife protection and combatting poaching. These centers will serve as efficient mechanisms for safeguarding biodiversity, which forms the base of the wildlife economy which is included in other project components. JAPCOCC units will be established at both national and landscape levels, building on existing institutional arrangements and collaboration frameworks. This includes the establishment or updating of security plans, development of operational logistics, and the creation of coordination and monitoring hubs to enable information and resource exchange across both landscapes and facilitate cross-border collaboration—for example, with Tanzania, South Africa, or Asian countries.

Finally, work under this first component will also strengthen collaboration with regional partners to enhance cross-border conservation and ecosystem management, e.g. The Niassa-Selous TFCA. This includes joint efforts to protect

biodiversity hotspots and coordinate responses to shared ecological threats. Through these coordinated interventions, the project will contribute to the restoration of resilient ecosystems in the RRL, while supporting the well-being of surrounding communities and safeguarding critical wildlife populations, e.g. elephant population.

Output 1.1) Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) are established and operational, with gender-sensitive security plans in place

GEF resources will be cost-effectively used under Output 1.1. to build a comprehensive and modernized enforcement system that effectively mitigates illegal activities. In order to increase the capacity to coordinate law-enforcement operations and centralize databases in the long term, there is an urgent need to establish a national center that will build on existing structures of APCOC. The proposed JAPCOCC will include systems serving logistical, coordination, and monitoring purposes as hubs for information and resources exchange across both landscapes. This will also facilitate the cross-border coordination, e.g. with Tanzania, South Africa, or Asian countries in the fight against illegal wildlife traffic.

Because HWC affect men and women differently and baseline data indicates that poaching is an activity pursued mostly by men, the databases will include gender-disaggregated information.

Establishing (or scaling out existing) Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) is a strategic step towards enhancing wildlife protection and combating poaching, aiming to establish efficient mechanisms for safeguarding biodiversity. The project will support technical capacity at MAAP/ ANAC, I.P. level to respond to the dynamics and needs for law-enforcement monitoring and information management systems. For example, the head of law-enforcement and relevant staff, women included, will be trained on law-enforcement leadership and mentoring capacity at MAAP/ ANAC, I.P. at the national level.

MAAP/ ANAC, I.P. will be responsible for implementing the activities, considering an additional collaboration during planning, and implementation, with regional JAPCOCC, for data sharing, joint patrolling and enforcement operation.

APCOCC = “Centro de operações conjuntas de fiscalização da ANAC”

To achieve this result the project will be focused on the following activities:

Activity 1.1.1) Conduct a comprehensive review and enhancement of the existing security plans to combat wildlife crime and illegal wildlife trade in both landscapes (GML and RLL) coupled with a gender sensitive capacity needs assessment in human resources and monitoring equipment
This will include the development and revision of standard operation procedures, ensuring harmonized enforcement approaches among MAAP/ ANAC, I.P. and the protected areas, law enforcement, and community engagement. The activity (a 2-in-1) will be implemented by a specialized consultant and will be implemented by MAAP/ ANAC, I.P. at the national and landscape levels. The capacity needs assessment will focus on MAAP/ ANAC, I.P. and the partners at the landscape level, including the veterinary aspect.

Activity 1.1.2) Install a national monitoring center at MAAP/ ANAC, I.P.**, allowing the interoperability of data from the existing JAPCOCC, integrating gender-sensitive criteria into the system design.**
This activity will centralize information on operations, incidents, and patrols, ensuring that data includes gender-sensitive variables and disaggregated information where relevant; and it will include the development of gender-sensitive protocols within the security plans.

Activity 1.1.3) Equip the MAAP/ ANAC, I.P. **with advanced communication and surveillance technology to respond to the needs identified in Activity 1.1.1.**
The activity will follow the following steps: specific need assessment/ type of equipment according to the needs, procurement and acquisition of equipment. The activity will be done by MAAP/ ANAC, I.P. at the Department of Administration and Finance, with financial support from GEF-8.

Activity 1.1.4) Train the adequate personal to ensure the management of data, information and maintenance of the Monitoring system, promoting the equitable participation of women and men.
Technical capacities will be developed to operate and maintain the monitoring systems, ensuring the inclusion of women in operational and leadership roles.

Activity 1.1.5) Promote women's participation in operational and leadership roles within JAPCOCC.
This activity will support gender equality by actively encouraging the recruitment, retention, and advancement of women in technical, operational, and decision-making positions within the JAPCOCC structures. For ensuring a gender-responsive approach, active participation will be promoted from local organizations, NGOs or consulting businesses with experience in gender equality and conservation.
The activity will also ensure that JAPCOCCs have family-friendly practices and workplace support structures which would contribute to a more inclusive and effective operational environment.

Output 1.2) Decentralized APCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols.

This output supports the operationalization of landscape-level Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) in both Gorongosa-Marromeu (GML) and Rovuma-Lugenda (RLL), building on MAAP/ ANAC, I.P.'s evolving enforcement model. It focuses on installing surveillance infrastructure, training field personnel—including women—in the use of technologies, and creating the systems for data sharing and coordinated response. JAPCOCCs will act as hubs to detect and respond to illegal activities, monitor wildlife movement, and enhance cross-border collaboration, particularly with Tanzania. Gender-responsive protocols and equitable access to training and equipment are key features of this output.

By leveraging advanced technologies and skilled personnel, JAPCOCC, the project will strengthen conservation efforts, improve connectivity, facilitate wildlife movement and genetic diversity, and enhance surveillance to detect and prevent illegal activities such as poaching, logging, or encroachment in real-time and support research and Data Collection from gathering valuable data to inform conservation strategies and policy-making.

Ensure that the training of the use of these tools and the overall operations are sensitive to gender dynamics and inclusivity. The training will be done by an independent agency to be hired through tender process led by MAAP/ ANAC, I.P.

Activity 1.2.1) Establish and equip a JAPCOCC center in Inhaminga, Sofala.
The center will coordinate anti-poaching, surveillance and monitoring operations across GML, covering Gorongosa NP, Marromeu Reserve, community conservation areas, coutadas, and game farms.[12]

[12] The JAPCOCC will be installed in Inhaminga town, the central point of GML, ideal to coordinate the operations with all conservation areas in the landscape such as GNP, MNR, Coutadas, game farms and Community conservation areas. JAPCOCC will be led by MAAP/ANAC, I.P.in coordination with Provincial authorities (SPA).

Activity 1.2.2) Procure, maintain, and upgrade surveillance equipment and establish a maintenance system
MAAP/ANAC, I.P. will lead procurement and develop a user guide/manual to ensure upkeep and sustainability of operations.

Activity 1.2.3) Train rangers and selected community members, including women, in anti-poaching and intelligence operations.
Training will take place in Inhaminga and cover GNP, Coutadas 11 and 12, MNR, and Cheringoma CCA. A contracted training provider will, as much as possible promote the inclusion and participation of women. Training modules will cover anti-poaching tactics, field intelligence gathering, and the use of most relevant surveillance tools and equipment to be purchased by the project, the selection of which will be based on the outcomes of the CNA under Activity 1.1.1.

Activity 1.2.4) Establish a inclusive community informant network with incentive mechanisms.
Coordinated by MAAP/ANAC, I.P. and SPA Sofala, the activity includes legal and operational frameworks for anonymous information-sharing.

Activity 1.2.5) Conduct mock drills and simulations.
Simulations will be held at JAPCOCC Inhaminga and GNP premises to test preparedness and coordination capacity.

Activity 1.2.6) Promote women's participation in surveillance operations.
Through tailored training and mentorship, women will be supported to operate new monitoring and surveillance tools.

Activity 1.2.7) Develop and roll out a security strategy tailored to the GML
A consultant will support MAAP/ANAC, I.P. and partners in producing and validating the strategy and ensuring that it is also gender responsive

Activity 1.2.8) Establish rapid response teams, including women, for poaching incidents.
Led by MAAP/ANAC, I.P., these will be integrated into conservation areas (GNP, MNR, CCA, Coutadas).

Activity 1.2.9) Develop a centralized landscape-level poaching and wildlife monitoring database.
Coordinated by MAAP/ANAC, I.P. in partnership with local stakeholders and JAPCOCC Inhaminga.

Activity 1.2.10) Set up regular information exchange with MAAP/ANAC, I.P. **headquarters.**
This ensures GML data informs national surveillance and contributes to real-time enforcement coordination. Wherever applicable, the data will be gender-disaggregated.

Activity 1.2.11) Construct and equip the JAPCOCC center in Niassa Special Reserve (NSR).
This can include a central infrastructure and a detached satellite structure, possibly at Chipanje Chetu, the former to serve the broader RLL.

Activity 1.2.12) Train rangers and community personnel, including women, in anti-poaching, cross-border coordination, and intelligence.
Training will occur at the NSR JAPCOCC, covering NSR, Chipanje Chetu, Quirimbas NP, and surrounding hunting blocks.

Activity 1.2.13) Develop and implement a gender-responsive security strategy tailored to RLL.
Led by MAAP/ANAC, I.P. with support from WCS (NSR) and Lipilichi (Chipanje Chetu) and ensuring that this security strategy is harmonized with the one for GML in terms of procedures but also include specific aspects of the RLL.

Activity 1.2.14) Set up rapid response units within NSR and Chipanje Chetu, including women
MAAP/ANAC, I.P. and co-managers will lead implementation, with coordination across sites and give women equal opportunities to participate and learn skills.

Activity 1.2.15) Create a centralized database for wildlife and monitoring of poaching in RLL.
Managed by WCS working in close collaboration with MAAP/ANAC, I.P., with site-level data inputs from Lipilichi and other partners and stakeholders. Wherever applicable, the data will be gender disaggregated.

Activity 1.2.16) Facilitate regular data exchange between RLL sites and MAAP/ANAC, I.P.
This ensures RLL data informs national surveillance and contributes to real-time enforcement coordination. Wherever applicable, the data will be gender-disaggregated.

Output 1.3) Human-Wildlife Incident Response Units (HWIRU), including both male and female community wildlife guardians, are equipped with smart technologies to collect and document incidents.

The establishment of HWIRUs within both landscapes is one of the proposed solutions for addressing problems linked to HWC. The following activities aim to reduce such conflicts through organized community response efforts, promoting the equitable participation of women and men in risk management, while strengthening local capacities.

Action for this output will be focused on the corridor Gorongosa-Coutada 12-Coutada 11, in the Gorongosa-Marromeu Landscape, and in communities currently supported by WCS, which lie between Hunting blocks L4 and L7, in the main road to Mecula district for the Rovuma Lugenda Landscape.

Activity 1.3.1) Train community facilitators, committee members, and community scouts in human-wildlife conflict mitigation and data collection, using an inclusive approach and giving women equal chances to participate in training.
Training covering basic knowledge on the mitigation of HWC will be delivered to communities in the corridor between Gorongosa and coutada 12, where the Gorongosa National Park and Frankfurt Zoological Society are active, and in communities between hunting blocks L4 and L7 where there's is presence of WCS. The activity will promote the active participation of women in training sessions, applying selection criteria that ensure their inclusion in both community and operational roles. Ensure also that in materials on HWC, the adopted translation into Portuguese mentions "conflito ***humano***-animal", and not "conflito ***homen***-animal", which by default excludes women by making them invisible.

Activity 1.3.2) Equip the community facilitators and scouts with tools to support conflict mitigation and management, ensuring equal accessibility for women and men.
Fireworks and other deterrent tools will be provided to the community facilitators and scouts to assist in wildlife conflicts mitigation efforts, and it will be accompanied by adapted usage instructions and safety guidance, ensuring both women and men can use the tools effectively and confidently. Care should be exercised to avoid spreading fire to the landscape, protecting e.g. children and disabled individuals, and special protection equipment utilized when handling fireworks

Activity 1.3.3) Establish the HWC response unit for the Cheringoma Community Conservation Area, Marromeu National Reserve, Niassa Special Reserve, in coordination with the Coutadas and Hunting Block operators existing in each of the landscape, ensuring women's participation in operational and coordination roles.
These units will serve as first responders to wildlife conflict incidents and will be composed with gender balance, ensuring that women take on active roles in monitoring, response, and reporting.

Activity 1.3.4) Develop a real-time dashboard that captures events and incidents related to human-wildlife conflicts, data collected will be gender-disaggregated.

The data collected by community facilitators and scouts, related to Human-Wildlife Conflicts will be displayed in real time through a dashboard centralized at MAAP/ANAC, I.P. GIS sector. This data needs to be easily accessible to communities, and relevant stakeholders in the landscape for improving planning and mitigation interventions. MAAP/ANAC, I.P., in coordination with GRP and WCS, will contract a company to develop a specific dashboard and train on its operations. Acknowledging that HWC affects men and women differently, data collected will be gender-disaggregated.

Activity 1.3.5) Identify and train women as community wildlife guardians.

This activity aims to promote women's active participation in conservation by selecting and training them in wildlife monitoring and human-wildlife conflict mitigation, strengthening their role as environmental leaders in their communities.

Both GRP and WCS will work closely not just with MAAP/ANAC, I.P. but also with coutada and hunting block operators to establish and operationalize the HWIRU units, implement training programs, and facilitate the use of mitigation technologies.

At the community level, the active participation of local facilitators and scouts will be ensured, among them women, with support from NGOs and community-based organizations already present in the landscapes.

Regarding gender-responsiveness, MAAP/ANAC, I.P.'s gender focal point, the Ministry of Gender, Children and Social Action, and specialized NGOs will ensure the integration of inclusive approaches across all activities, promoting the equitable participation of women and men in the planning, implementation, and monitoring of actions.

Output 1.4) Strategically located veterinary and translocation service centers are established in the landscapes and linked to HWIRU

Linked to Human-Wildlife Incident Response Units (HWIRU), this output will establish veterinary and wildlife translocation service centers in three strategic locations: Cheringoma Community Conservation Area (CCA), Marromeu National Reserve (MNR), and Niassa Special Reserve (NSR). These centers will serve as operational hubs for veterinary surveillance, wildlife health monitoring, and emergency response—including support for translocations, disease control, and human-wildlife conflict (HWC) mitigation. Operations in all centers will be gender-responsive, ensuring inclusive training, staffing, and field operations, and will be implemented under MAAP/ANAC, I.P. leadership, in collaboration with GRP (Cheringoma), FZS and AMOS (Marromeu), and WCS (Niassa).

Activities include:

Activity 1.4.1) Establish a veterinary and translocation service center in Cheringoma CCA.

This activity includes setting up basic infrastructure, mobile response units, and a cold chain for vaccines and biological sampling.

Activity 1.4.2) Train community wildlife guardians and park staff, including women, in wildlife health surveillance, sample collection, and safe handling.

Training will promote equal participation of women in veterinary and field operations.

Activity 1.4.3) Equip the center with field gear, water, cold storage, transport units, and wildlife immobilization and monitoring equipment.
All equipment will be selected to ensure usability and safety for both women and men.

Activity 1.4.4) Develop protocols for disease surveillance, wildlife rescue, and emergency translocations, integrating gender-sensitive response roles.
These will include clear procedures for engaging women in field tasks and outreach efforts.

Activity 1.4.5) Launch awareness campaigns on zoonotic risk prevention and safe wildlife interaction, targeting both men and women in surrounding communities.

Box 2. The Lion Lights Initiative and its applicability in Mozambique

The Lion Lights Initiative offers important lessons that can enhance Output 1.3 and 1.4 of the Mozambique TRANSFORM project, particularly in the context of human-wildlife conflict (HWC) prevention, community participation, and gender inclusion.

The most famous Lion Lights initiative is from Kenya, but similar predator deterrent systems have been piloted in Southern Africa, including South Africa, Namibia, and Botswana, and have proven cost-effective, community-led tools for reducing livestock depredation by lions and other carnivores.

Key learnings relevant for Output 1.4:
Simple, locally adaptable technology works.
Lion Lights—solar-powered flashing LEDs installed around livestock enclosures—mimic human presence and deter predators like lions, hyenas, and leopards. They're low-cost, low-maintenance, and can be manufactured or installed locally. Their simplicity makes them ideal for remote rural settings, such as communities bordering Niassa Reserve or Marromeu, where electrification is limited.

Community ownership and training are essential
In South Africa (notably in Kruger-adjacent communities), conservation NGOs like Panthera and government organizations such as SANParks have supported local youth and herders to install and manage Lion Lights systems. This fosters community stewardship, which is crucial for the Human-Wildlife Incident Response Units (HWIRUs) proposed under Output 1.4.

They complement—not replace—other HWC strategies
Lion Lights are most effective when used with other interventions such as bomas (livestock enclosures), trained livestock guardians, early warning networks, and land-use zoning. This aligns well with Output 1.4's multi-pronged approach to HWC, which includes dashboard systems, deterrent tools, and training.

Gender-responsive potential
Women—who are often in charge of homestead activities and livestock care—can benefit directly from reduced conflict, and can also play key roles in maintenance, monitoring, and data collection. Including women in Lion Lights installation and management would support the gender equality goals of the project.

Potential for integration in Output 1.3 and 1.4 activities

Ideas from the above can be incorporate in Activities 1.3.2, 1.3.4, 1.3.5 and 1.4.3 (e.g. Equipping community facilitators rangers and scouts, including women, with deterrents) and Activity 1.4.5 (awareness). The setting up of small businesses which procure and sell Lion Lights could also support local livelihoods. Similar activities may also be rolled out as a pilot demonstration with high-risk communities, especially in Chipanje Chetu, Coutada 12, and Marromeu where livestock predation is reported.

Involve women and youth in solar light assembly, training, and monitoring to promote inclusive tech ownership.

Output 1.5) The connectivity between important biodiversity source areas is enhanced

Connectivity between key biodiversity source areas will be restored or strengthened through a targeted package of interventions that mitigate threats, enhance natural habitat corridors, and promote sustainable land use.

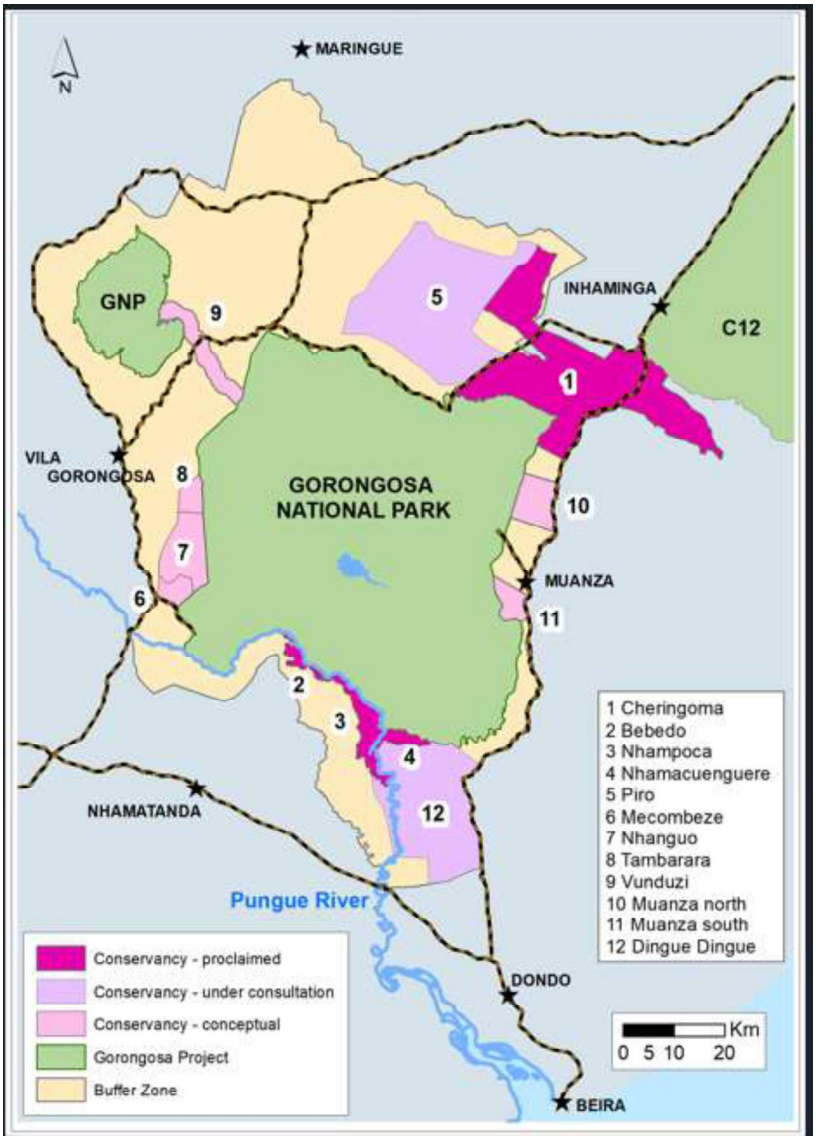
In the Gorongosa-Marromeu Landscape (GML), priority will be given to restoring ecological continuity between Gorongosa National Park, Coutada 12 in Cheringoma, Coutada 11 in Marromeu District, and the Marromeu National Reserve, capitalizing on the strategic positioning of the newly established Cheringoma Community Conservation Area (CCA), certified forest concessions, and adjacent coutadas (Figure 8). Work in the Vunduzi corridor for connecting the enclaved area of Gorongosa National Park harboring Gorongosa Mountain and the main area of the park is also possible (to be confirmed).

In the Rovuma-Lugenda Landscape (RLL), the project will prioritize maintaining and restoring ecological connectivity between the Niassa Special Reserve and other areas, yet to be defined, such as critical wetland habitat or corridors.

Activities under this output will promote the free movement of wildlife species, support climate adaptation through corridor reestablishment, and ensure that local communities' benefit from and participate in conservation-compatible land uses. This includes reinforcing local governance, reducing habitat fragmentation, and encouraging practices that align biodiversity conservation with community development goals.

Community land-use plans will be a key tool for monitoring and maintaining the ecological integrity of the corridor. These plans will be developed in alignment with the management plans of existing conservation areas, while also reflecting the development aspirations, land-use context, and dynamics of each landscape. Except for the first activity (which focuses on legal recognition of corridors), all activities will be led by key conservation stakeholders—Gorongosa National Park, the Frankfurt Zoological Society (FZS), and other partners—working in close collaboration with local communities and women's groups. These stakeholders may outsource technical support, such as training and facilitation, to qualified organizations. Engagement with women and other vulnerable groups will be prioritized throughout the process to ensure their perspectives and aspirations are reflected in land-use planning. As such, meaningful and inclusive consultation is essential for strengthening local governance systems and ensuring equitable and effective community land-use planning.

Figure 8. Gorongosa National Park with buffer zone, showing community conservancy areas (CCA) and their status in late 2024



To achieve this, the following activities will be implemented:

Activity 1.5.1) Establish a legal framework for protecting the wildlife corridors as a CCA.
This activity will promote legal recognition and protection of ecological corridors to prevent disruption from deforestation, settlement, or infrastructure development. MAAP/ANAC, I.P. will lead the initiative, including engaging in policy revision and creating an enabling legal and institutional? environment, working closely with provincial and district governments, as well as with the local communities involved.

Activity 1.5.2) Conduct detailed ecosystem and fauna movement assessments to map priority connectivity areas.

Led by MAAP/ANAC, I.P. with technical support from Gorongosa National Park, WCS, and FZS, these assessments will identify critical habitats, seasonal migration routes, bottlenecks, and threats. The studies will inform the design and location of corridors and be shared with local stakeholders and planners.

Activity 1.5.3) Develop and implement a Process Framework for engaging communities in connectivity restoration, as well as any necessary impact assessments.
This activity ensures alignment with UNDP's Social and Environmental Standards (SES). It will include stakeholder mapping, free, prior and informed consultations (FPIC), with dedicated sessions for women and vulnerable groups, and agreements on access/use restrictions and community development benefits.

Activity 1.5.4) Plan the restoration steps based on science and community knowledge and participation.
The restoration of degraded habitats in the corridor areas is conducted through assisted natural regeneration and native tree planting. After detailed planning and costing, tree planting and assisted regeneration will take place in degraded patches of the Gorongosa–Marromeu and Rovuma–Lugenda corridors. This activity will be implemented by GRP, FZS, and WCS, engaging local communities (especially women's groups) in planting and maintenance, with environmental and social safeguards applied. The setting up of indigenous tree nurseries run by the local community could further support local livelihoods and create employment in local communities.

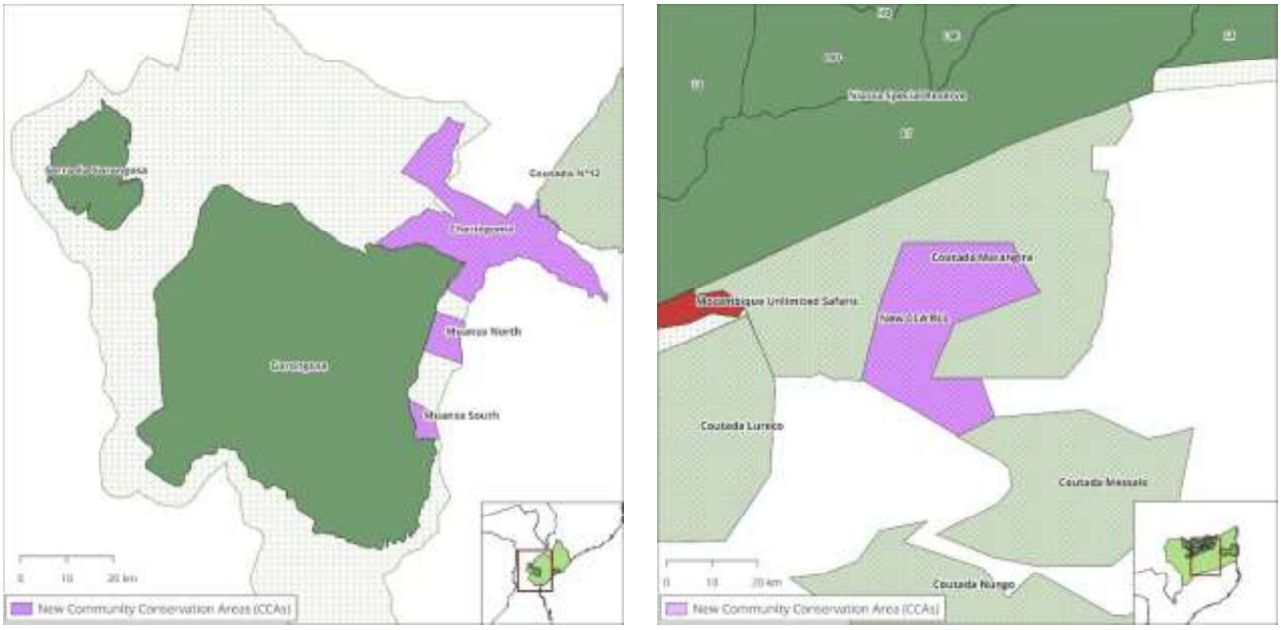
Activity 1.5.5) Design and roll out a fire management program that reduces uncontrolled burning while respecting traditional practices.
This will include (i) awareness campaigns, (ii) community fire brigades, including women, (iii) incentives for reduced fire use, and (iv) demonstration plots on alternative land prep techniques. Compensation measures (in-kind) may be applied in high-priority zones. The program will be implemented with the support of GRP, WCS, and local fire authorities.

Activity 1.5.6) Develop gender-sensitive community land-use plans in the GML corridor (Gorongosa to Marromeu).
Plans will define sustainable zones for agriculture, conservation, wildlife economy activities, including firewood collection. They will be aligned with existing management plans of GNP and Coutadas and validated through inclusive consultations. MAAP/ANAC, I.P., GRP, and local cadastral services will lead, with support from ReGeCom.

Activity 1.5.7) Establish or strengthen community governance structures along the corridor.
These structures will oversee land use plan implementation and natural resource management. A strong focus will be placed on women's participation and leadership. Training and legal recognition will be facilitated by GRP (GML) and WCS/Lipilichi (RLL), with MAAP/ANAC, I.P. oversight.

Activity 1.5.8) Raise awareness on the importance of corridors, wildlife movement, and coexistence with nature.
Using local radio, schools, and community dialogue, this campaign will target both youth and adults, with tailored messaging for men and women. Cultural tools (e.g. storytelling, theatre) will be used. GRP, FZS, and WCS will co-lead this effort with local CBOs.

Figure 9. New CCAs to be established in both landscapes



Output 1.6) New conservation-sector directives, support systems and administrative procedures to combat illegal and unsustainable wildlife trade will be developed and applied through a gender responsive approach

Under this output, new sector directives and administrative procedures will be developed to support the adoption of innovative technologies in field operations across Mozambique's Protected Areas (PAs) network. These directives will establish a standardized and modernized framework to enhance the effectiveness, transparency, and accountability of conservation efforts, both within the project's target landscapes and across the broader PA system.

With nationwide applicability, the directives will promote a consistent and scalable approach to protected area management. They will also embed robust social and environmental safeguards, aligned with the project's gender-responsive strategies.

The scope of these directives will include, for example, protocols for asset tracking, interoperability of digital systems, e-verification processes, and use of tools such as the Ramsar Site Management Effectiveness Tracking Tool (R-MEET). They will also provide guidance for non-detriment impact assessments and support the use of technologies to combat illegal and unsustainable wildlife trade and protect vulnerable species.

These measures will strengthen law enforcement, improve inter-agency coordination, and enable the integration of digital tools and real-time data systems into day-to-day conservation operations. The work will be carried out by a specialized consultant/consulting company, internation, to be contracted by the PMU.

The following activities are planned under this output:

Activity 1.6.1) Conduct Inception workshop with decision makers at national level to secure the buy-in and adoption of innovative technologies on applicability in the field of operations licensing and taxation system.
This activity will bring together national-level decision-makers in a workshop to secure their support for the adoption of innovative technologies in licensing and taxation systems related to conservation operations.

Activity 1.6.2) Conduct procurement and upgrade the existing innovative technologies system to be consolidated at MAAP/ANAC, I.P. **level.**
Procurement and upgrading of the current technology system at MAAP/ANAC, I.P. will be carried out to enhance efficiency, traceability, and integration in the licensing and compliance monitoring processes.

Activity 1.6.3) Conduct a gender responsive training to MAAP/ANAC, I.P. **personnel to operationalize the system.**
A gender-responsive training will be conducted with MAAP/ANAC, I.P. personnel to ensure inclusive, effective, and equitable use and management of the upgraded system, promoting digital capacity among both women and men.

Activity 1.6.4) Gender responsive workshop to socialize the upgraded innovative system to the relevant stakeholders at GML and RLL for licensing purposes.
This activity will deliver gender-responsive workshops for relevant stakeholders in GML and RLL landscapes to ensure inclusive understanding and application of the upgraded licensing system.

Activity 1.6.5) Gender responsive workshop to socialize the upgraded innovative system to the relevant Government stakeholders (Customs, INAE, Prosecutors, Investigation Officers, Immigration Officers, Conservation Areas Rangers, Environmental Police).
A workshop will be held with key government stakeholders—including enforcement and regulatory bodies—to present the upgraded system and promote coordinated, gender-sensitive implementation across institutions.

Activity 1.6.6) Operationalize the upgraded innovative technology to be more effective and meet the existing demand.
The upgraded innovative system will be fully operationalized to meet field demands and support improved decision-making, monitoring, and service delivery in conservation with attention to equity and transparency.

Component 2) Strengthening of Policy and Regulatory Frameworks.

Outcome 2) Strengthen policies, planning and collaboration to combat illegal wildlife trade and promote sustainable wildlife economies

This outcome aims to enhance Mozambique's policy and regulatory environment to support the conservation and sustainable use of biodiversity. It addresses critical gaps in spatial planning, enforcement, governance, and cross-sectoral coordination to enable more effective, inclusive, and sustainable conservation efforts.

Efforts under this outcome will ensure that biodiversity is systematically integrated into spatial and land use planning through the development or revision of **Integrated Landscape Management Plans (ILUMPs)** and other binding, land-use management instruments (hence the "U" marks the need to assess and discuss land uses and their role in conservation and wildlife management). The ILUMP exercises will follow well-determined methodologies and by narrowing the spatial focus to areas where this project will have an impact (the landscapes within the landscapes). Any land-use/spatial planning in the targeted landscapes will need to consult, include and attempt to reconcile the perspective of all stakeholders, including women.

At the same time, the project will support the development and adoption of security plans and standard operating procedures to address wildlife crime, and a **National Strategy for Human-Wildlife Coexistence** that reflects principles of shared risk management and social inclusion, and whose core focus is to address, through science and best practices, the human-wildlife conflict in Mozambique.

To unlock the potential of biodiversity as a driver of inclusive economic development, the project will support the elaboration of a **National Wildlife-Based Economy Strategy** and its enabling legislation, with strong emphasis on equity, gender responsiveness, and sustainability. Intersectoral collaboration will be fostered at the national level to ensure alignment of policies and effective institutional coordination to combat illegal wildlife trade and promote nature-based livelihoods.

The project will also strengthen MAAP/ANAC, I.P.'s role in leading policy and regulatory reforms, integrating its conservation mandates into national digital governance frameworks to enable interoperability, sector-wide coordination, and system-level transformation. Special attention will be given to revising existing policies and frameworks to ensure they are gender-responsive and socially inclusive, addressing historical gaps in representation and access to benefits.

Output 2.1) Spatial planning and land use instruments, such as Integrated Landscape & Land Use Management Plans (ILUMPs) are developed and/or updated for the benefit of biodiversity covering specific areas through viable, binding and gender responsive management plans.

Land use plans can be a strong instrument to improve conservation and natural resources management at a landscape level. Effective land use plans can also support and improve human-wildlife coexistence and support the balance between improving livelihoods and conservation.

Under this result the project will focus on strengthening gender responsive land-use planning and conservation area management by elaborating and adopting spatial land-use gender responsive instruments, gender responsive integral landscape management plans, and updated gender responsive conservation area management plans. These instruments will be crucial for ensuring sustainable land allocation, mitigating human-wildlife conflict, and supporting wildlife corridors and critical ecosystems across the Gorongosa-Coutada 12 - Coutada 11 corridor, in the Gorongosa-Marromeu Landscape, and i and in communities between hunting blocks L4 and L7 in Niassa Special Reserve where there's is presence of WCS. For clear understanding of the approach, activities will be distributed into three major chapters:

Chapter 1) Gorongosa-Marromeu Landscape, Eastern Flank
Chapter 2) Quirimbas National Park
Chapter 3) Rovuma Lugenda landscape Central Corridor

Chapter 1) Gorongosa-Marromeu Landscape: ILUMP focusing on Gorongosa-Coutada 12 - Coutada 11 corridor, including community areas in between and the faunal movements back and form from Marromeu, hence the focus is on the eastern flank of GML

Activity 2.1.1) Develop community land use plans in all communities under the project implementation corridor (Gorongosa national park - Coutada 12 - Courada 11 and Marromeu National Reserve), responsive to gender.
Participatory mapping of community lands and of the different local land uses is proposed considering the existing management plans of the conservation areas to avoid land use conflicts.

Activity 2.1.2) Develop an inter-district land use plan (Gorongosa, Cheringoma, Marromeu) built from the bottom up, aligned with community-level land use plans and the development aspirations of the corridor districts, and responsive to gender.
This activity can be coordinated between Gorongosa National Park, MAAP/ANAC, I.P., District authorities and conservation stakeholders in the landscape. A Company can be contracted to design the final inter-district Land use plan, with thorough consultation with stakeholders.

Activity 2.1.3) Workshop to present the final Inter-district land use plan to stakeholders and communities.
The socialization of the final version of the plan with the various stakeholders is critical for ownership, its effective implementation and long-term sustainability. The main conservation areas in collaboration with district authorities are responsible for ensuring the gender inclusive engagement of various stakeholders in the corridor.

Activity 2.1.4) Disseminate land use plan maps by producing media contents such as radio spots, documents, pamphlets, in local language aiming at communities and stakeholders in the corridor.
Gorongosa National Park can lead this activity, in collaboration with key conservation stakeholders, considering that each conservation stakeholder is responsible for disseminating the integrated land use plan

Chapter 2) *For Quirimbas National Park, where the core focus will be on practical and inclusive PA management planning, the following activities are considered:*

Activity 2.1.5) Establishing management council in Quirimbas National Park
This will be as platform to discuss gender responsive Management Plan and conservation priorities, as mandated by the Conservation Law, ensuring representation from key stakeholders, including government agencies, local communities, NGOs, and private sector partners.

Activity 2.1.6) Define a gender inclusive governance structure, roles, and responsibilities for Council members
This activity will be led by the QNP authorities with the involvement of government and other stakeholders in the region, and aims to define a governance structure for the Council that ensures gender-inclusive participation by clearly outlining roles and responsibilities for both women and men.

Activity 2.1.7) Disseminate and implement the management plan to the conservation areas authorities and relevant stakeholders for the Quirimbas National Park.
This activity will be led by the QNP authorities with the involvement of government and other stakeholders in the region.

Activity 2.1.8) Re-activate and disseminate the implementation of CONDE to be functional and gender sensitive as a platform for effective coordination, conservation strategies and conflict management of the Quirimbas National Park.
This activity will be led by the QNP authorities with the involvement of government and other stakeholders in the region.

Chapter 3) *Rovuma Lugenda landscape: For the RLL, the following activities concern the corridor between Niassa special reserve and the hunting concessions L4 and L7:*

Activity 2.1.9) Workshop between the stakeholders in the Niassa Reserve to discuss the development and implementation of an integrated gender responsive land use plan for an improved connectivity between the Reserve and the hunting concessions.
This activity can be coordinated by the Niassa Special Reserve in collaboration with District authorities.

Activity 2.1.10) Organize Niassa Reserve Management council meetings that engage all the stakeholders, ensuring women participation inside and in the buffer zone of the Reserve, including Chipanje Chetu.
Ensure that at least 50% of participants are women.

Activity 2.1.11) Disseminate and implement the management plan to the conservation areas authorities and relevant stakeholders for the Niassa Special Reserve.
This activity will be led by the NSR authorities with the involvement of government and other stakeholders in the region.

Activity 2.1.12) Organize a large landscape planning and coordination meeting between Niassa Special Reserve and neighbors.
Those include Chipanje Chetu, Hunting Blocks, Coutada Marangira, Coutada Meluco, Coutada Lureco, and district authorities from Sanga, Mavago, Majune, Mecula, Marrupa, Mueda and Montepuez for a potential corridor establishment. This activity will be coordinated by the Niassa Special Reserve in collaboration with Sanga, Mavago, Marrupa, Mecula, Mueda and Montepuez district authorities.

Output 2.2) Developed and/or revised security plans and standard operational procedures to combat wildlife crime and illegal wildlife trade through a gender sensitive approach

This output will support a comprehensive and gender-responsive review and strengthening of security frameworks to address wildlife crime and illegal wildlife trade in Mozambique, with a focus on the two project landscapes: Gorongosa-Marromeu Landscape (GML) and Rovuma-Lugenda Landscape (RLL). Targeted sites include Gorongosa National Park, Marromeu Special Reserve, Niassa Special Reserve, and Quirimbas National Park.

The project will facilitate the development and revision of Standard Operational Procedures (SOPs) and enforcement strategies that ensure harmonized approaches across MAAP/ANAC, I.P., law enforcement agencies, protected areas, and community partners. Special attention will be paid to understanding the gender dynamics of illegal wildlife trade, including how men and women are involved as both perpetrators and victims.

A key priority is the operationalization of the Joint Anti-Poaching Coordination and Operational Command Centers (JAPCOCCs) in both landscapes to strengthen anti-poaching strategies and cross-border cooperation. While Output 1.1 will ensure the physical functionality of the JACOCCs, under this output, the focus is on the methodologies and ways of working and the capacity development that is necessary to apply those.

The following activities are planned under this output:

Activity 2.2.1) Adapt the SADC Anti-poaching Law Enforcement Action Plan to conditions and ways of working in Mozambique and TRANSFORM it into the National Law Enforcement Action Plan.
Review the SADC Anti-Poaching Action Plan and adapt it to Mozambique's legal and operational context. Organize consultations with key stakeholders to gather input. Draft and validate a National Law Enforcement Action Plan that includes clear roles, coordination mechanisms, and gender-sensitive strategies. Ensure the final plan aligns with national priorities and supports interagency collaboration to effectively combat wildlife crime.

Activity 2.2.2) Disseminate the National Law Enforcement Action Plan to the relevant Stakeholders at National level.
Share the finalized National Law Enforcement Action Plan with relevant national stakeholders, including government institutions, enforcement agencies, judiciary, and civil society. Use workshops, briefing sessions, and digital platforms to ensure broad understanding and engagement.
Emphasize the plan's gender-responsive components and promote institutional commitment to its implementation.

Activity 2.2.3) Establish and operationalize the National Illegal Wildlife Crime Unit through coordinated action.

Establish a National Illegal Wildlife Crime Unit responsible for coordinating enforcement actions against wildlife crime across relevant agencies. Define its structure, mandate, and operational procedures in alignment with national law and the new enforcement action plan.
Ensure the unit integrates gender-sensitive practices.

Activity 2.2.4) Equip the National Illegal Crime Unit with the working equipment.
Provide the National Illegal Wildlife Crime Unit with essential operational equipment, including communication tools, transport, surveillance devices, and secure data systems. Ensure the equipment supports coordinated, real-time enforcement actions.

Activity 2.2.5) Develop a gender sensitive analysis of illegal wildlife trade in Mozambique
Conduct a gender-sensitive analysis of the illegal wildlife trade in Mozambique, examining the differentiated roles, impacts, and vulnerabilities of women and men across the supply chain. Collect both quantitative and qualitative. The analysis should inform policy, enforcement, and community engagement strategies, ensuring that gender dynamics are fully addressed in anti-trafficking efforts.

Activity 2.2.6) Develop, approve and operationalize the National Standards Operational Procedures.
Develop comprehensive and standardized operational procedures to guide national enforcement efforts against illegal wildlife trade, ensuring coordination across institutions. Include gender-sensitive protocols, clear roles, and procedures for surveillance, arrest, evidence handling, and prosecution.

Activity 2.2.7) Train rangers and other law-enforcement agencies on the Standard Operational Procedures at National level.
Deliver targeted training sessions for rangers, customs officers, prosecutors, and other enforcement actors on the use and application of the approved SOPs. Emphasize interagency coordination, procedural consistency, and gender-sensitive approaches.

Output 2.3) New National Strategy for Human-Wildlife Coexistence incorporating principles of shared risk management, adopting a gender and socially inclusive approach

Efforts for building effective HWC strategies have been discussed previously by various stakeholders. However, no clear mechanism has been adopted, and as a result, at a landscape level, institutions are mainly managing daily situations based on a contextual situation that focuses on consolation approaches (support victims under specific situations), awareness raising, and community engagement. HWC is real, and communities are in constant peril, as challenges over shared land and water resources are caused by an increase in human populations.

Along with ensuring that communities receive benefits from conservation (Component 3), it is important that the costs of living with wildlife are also reduced/mitigated.

The following activities will support the development and implementation of strategies that are aimed at reducing HWC and improving the chances of peaceful coexistence.

Throughout the development of the strategy, people that are bearing the cost of living with wildlife will be consulted, particularly women, who are the most impacted, as farmers, responsible for water collection and caring for families, which are risky activities and result in them being vulnerable to human-wildlife conflicts.

The following activities are planned under this output:

Activity 2.3.1) Review and update the national strategy for the management of human and wildlife coexistence based on the current context and taking into account gender dynamics.
With lead from MAAP/ANAC, I.P., consultants will be hired to review and develop a gender inclusive strategy based on thorough consultation of various stakeholders in the country.

Activity 2.3.2) Organize regional workshops and national conference to validate the updated strategy and discuss its implementation and monitoring ensuring strong participation of women.
Organize regional workshops and a national conference to validate the updated human–wildlife coexistence strategy, ensuring meaningful participation of women and other underrepresented groups. These events will serve to discuss implementation pathways, monitoring mechanisms, and promote ownership among stakeholders at all levels.

Activity 2.3.3) Raise awareness about the strategy through dissemination of the strategy in the media, and direct engagement with communities.
This activity can be coordinated by MAAP/ANAC, I.P., with involvement direct involvement of local conservation partners in the landscape.

Output 2.4) National Wildlife-based Economy Strategy and respective legislation to enable wildlife economies, ensuring a gender and socially inclusive approach

This output aims to position wildlife-based economies as a viable, inclusive, and sustainable development pathway in Mozambique. A National Wildlife-Based Economy Strategy, grounded in gender equality and social inclusion, will be developed alongside enabling legislation to support its implementation. The strategy will promote nature-based enterprises, sustainable ecotourism, and community-led conservation business models, ensuring that protected areas generate tangible economic benefits for women, men, and youth—while safeguarding biodiversity and ecological integrity.

Given its national scope, the strategy will be led by MAAP/ANAC, I.P. which will recruit a qualified consulting firm to design a context-specific and opportunity-driven strategy. The terms of reference (ToR) for the consultancy will ensure that the process is inclusive, with a strong focus on the critical role of women in the rural wildlife-based economy. All data collected will be disaggregated by gender to support evidence-based planning and equitable outcomes.

The following activities are planned under this output:

Activity 2.4.1) Review and adapt the existing SADC Wildlife-based Economy Strategy Framework into a National Strategy.
A national strategy will be developed by reviewing and adapting the regional SADC framework to Mozambique's context, ensuring alignment with national priorities and inclusion of gender and social considerations. The process will involve key stakeholders to ensure ownership, contextual relevance, and sustainability of the strategy.

Activity 2.4.2) Review the existing national legislation, regulatory frameworks and institutions in Mozambique related to the wildlife economy, considering the alignment with the SADC Wildlife-based Economy Framework.
Existing laws, policies, and institutions related to the wildlife economy will be reviewed to identify gaps and opportunities for alignment with the new national strategy and the SADC framework.
The review will also highlight areas where reforms are needed to improve gender equity, institutional coordination, and policy coherence.

Activity 2.4.3) Conduct an assessment and situational analysis of existing wildlife economy activities, products and services, as well as potential opportunities for new products and services.
An assessment will be carried out to map and analyze current wildlife-based economic activities and identify potential opportunities for new or improved products, services, and value chains.
The analysis will provide the evidence base for designing targeted interventions and strengthening sustainable, inclusive economic models.

Activity 2.4.4) Assess gender barriers to accessing sustainable livelihoods in the wildlife economy.
The project will identify the specific gender-based barriers that limit women's and marginalized groups' access to economic opportunities in the wildlife sector, to inform inclusive strategy development.
Findings will guide the design of policies and programs that remove obstacles and promote equitable access to benefits.

Activity 2.4.5) Conduct a gender inclusive nationwide stakeholder workshop to launch the Gender Responsive wildlife economy strategy.
A national workshop will be organized to officially launch the strategy, promote stakeholder engagement, and ensure strong participation of women and other underrepresented groups.
The workshop will also collect feedback and recommendations to guide the strategy's implementation and monitoring.

Activity 2.4.6) Establish a wildlife economy unit at MAAP/ANAC, I.P, including relevant capacity building and with leadership commitment.
A specialized unit within MAAP/ANAC, I.P. will be created to lead and coordinate the implementation of the wildlife economy strategy, supported with institutional capacity strengthening and leadership engagement.
This unit will serve as the national focal point for coordination, monitoring, and support of inclusive wildlife-based economic development.

Activity 2.4.7) Engage local communities in the wildlife economy through the development of wildlife value chains, including through working in partnership with Coutadas and other private sector operators and NGO partners in the landscapes.
Local communities will be engaged in wildlife-based value chains through partnerships with Coutadas, private sector, and NGOs, promoting inclusive economic benefits and local development.
This activity will prioritize women's participation and ensure benefit-sharing mechanisms are fair, transparent, and locally owned.

Output 2.5) Intersectoral collaboration is enhanced at the national level to support the fight against wildlife crime

Mozambique will seek inspiration from SADC's Anti-poaching Law Enforcement Action Plan for putting into motion its own National Law Enforcement Action Plan. This output will be implemented by MAAP/ANAC, I.P. in coordination with the Law-enforcement agencies (Prosecutors, Lawyers, Investigation Police, Customs and Environmental Police).

The following activities are foreseen, to be implemented by MAAP/ANAC, I.P. in coordination with law-enforcement agencies:

Activity 2.5.1) Disseminate the National Law Enforcement Action Plan to the relevant Stakeholders at National level (Prosecutors, Lawyers, Investigation Police, Customs and Environmental Police).

Activity 2.5.2) Establish and operationalize the National Illegal Wildlife Crime Unit through coordinated action.

Activity 2.5.3) Equip the National Illegal Crime Unit with the working equipment.

Activity 2.5.4) Develop, approve and ensure the implementation on the ground of the National Standards Operational Procedures.

Activity 2.5.5) Train rangers and other law-enforcement agencies on the Standard Operational Procedures at National level.

Component 3) Generation of socio-economic benefits from responsible management of wildlife populations

Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach

Outcome 3 will focus on the Generation of socio-economic benefits from responsible management of wildlife populations through community-centered conservation, mitigation of human-wildlife conflict, promotion of nature-based businesses and control of disease transmission between wildlife, livestock and people. This will equip both women and men living in the local communities with financial resources and know-how to diversify livelihoods, reduce human-wildlife conflict, and engage in practices of sustainable resource utilization that create jobs at scale.

The focus will be on increased socio-economic benefits for local communities through sustainable nature-based enterprises, effective human–wildlife conflict mitigation, and integrated One Health approaches. Grant-making will be the main mechanism utilized to enable the unlocking of these socio-economic benefits through the creation/establishment of various wildlife economy products and services. This may include facilitating linkages between producers and buyers (e.g., through cooperatives or public-private partnerships involving producer associations and other CBOs), building capacities for value addition and quality assurance, and working with government and local institutions to identify opportunities where policy incentives could encourage sustainable nature-based enterprises. However, the concrete activities to achieve this are best conceived by stakeholders operating on the ground and the beneficiaries themselves.

This outcome supports the responsible management of wildlife to generate tangible economic and social benefits for communities. It focuses on scaling nature-based businesses, strengthening community engagement in conservation, promoting co-existence with wildlife, and minimizing disease risks at the human–wildlife–livestock interface. The approach is inclusive, gender-responsive, and tailored to the specific socio-ecological contexts of the Gorongosa–Marromeu and Rovuma–Lugenda landscapes.

The execution of the TRANSFORM Challenge Grant will be overseen by MAAP/ANAC, I.P. in its capacity as Implementing Partner, but it is proposed that it be executed by one or more responsible parties in each of the landscapes and/or by another mechanism or entity to be identified through a selective process to be conducted and following NIM procedures. In this case, the entity responsible for managing the grant will serve as pass-through grant-making mechanism, tasked with rolling out grants to community end-beneficiaries on the ground, including women. Two different grant-making schemes are proposed under Component 3 and they are respectively described in Outputs 3.1 and 3.2.

A more detailed analysis of potential service providers, their institutional mandates, the scope of their activities and fiduciary capacity for managing the disbursement of funds for the benefit of communities and local players in a transparent, accountable and SES compliant manner will be required between the submission of the project documentation and the project's inception.

Output 3.1) TRANSFORM Livelihoods Innovation Challenge Incentive rolled out, supporting and establishing diversified community livelihoods through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes - ***50% of incentives are slated to benefit businesses owned by women or where the majority of employees are women.***

This output will establish the **TRANSFORM Livelihoods Innovation Challenge Grant Facility** (or "TRANSFORM Grant" in short) to support small- and medium-scale, nature-positive enterprises led by community groups in the project's target landscapes. The facility will fund initiatives that create sustainable income opportunities, reduce pressure on natural resources, and incentivize long-term community engagement in conservation.

At least 50% of the grants will directly benefit women, contributing to gender equality and more inclusive economic development. The grants will be allocated to community groups with strong local governance and clear investment plans, with a particular focus on **key conservation corridors**:

- The Gorongosa–Marromeu corridor, including the buffer zones of Gorongosa National Park (GNP), Marromeu National Reserve (MNR), Cheringoma Conservation Area (CCA), and Coutadas 10, 11, 12, and 14
- The Niassa corridor, between L4 and L7 in Mecula, Mueda, and Marrupa districts, and the Chipanje Chetu Community Conservation Area.
- Community groups adjacent to Quirimbas National Park (QNP).
- Other community groups within the landscapes are willing to develop sustainable wildlife-based economy products and services.

No

The TRANSFORM Grant Facility will be fully designed and operationalized during the project's first year of, and after the necessary Social and Environmental Safeguards compliance studies and plans have been concluded, in particular the **Process Framework**, the Livelihoods Action Plan (refer to ESMF for the complete list and to the descriptions of Output 4.4). The TRANSFORM Grant Facility will follow the UNDP Grants Policy.

One or more capable service provider[13] will be procured and engaged by Implementing Partner to act as the **local grant managing entity**, responsible for organizing and rolling out the TRANSFORM Livelihoods Innovation Challenge Grant Facility and reporting on it, including by conducting any pre-award assessments and consultations that may be needed on the ground. The selected entity(ies) will have the following profile:

- Proven experience in managing community grant-making schemes, ideally in conservation or rural development contexts.
- Demonstrated capacity to work in low-literacy and remote rural environments.
- Familiarity with the social and environmental safeguards of UNDP or similar institutions, as well as the UNDP Grants Policy.
- Capacity to deliver training and mentoring to CBOs and community-level beneficiaries (local cooperatives or community associations and interest groups) in the topics that are relevant to proposed grant-making (as listed in Box 3).
- Capacity to deliver the above in a community-centered manner, and with a focus on gender equality, social inclusiveness and equitable sharing of benefits. This implies empowering female leadership and coaching the traditional community leadership to adopt a 'gender-lens' and cater for the welfare of the entire community,
- The HR required for providing support to existing and emerging local communities social and organizational structures in the selected **key conservation corridors** (listed further up)
- Track record of financial transparency, accountability, monitoring, results reporting and public communication.

[13] Eligible entities in this case may be either for-profit or not-for-profit, and my apply as a single entity or in a partnership (Joint Venture / Consortium or Association) and may combine national and international expertise.

Direct implementation support will be provided by experienced conservation stakeholders already operating in the corridors. The grant managing entity will be allowed to develop partnerships and/or subcontracts with specialized organizations to deliver training and awareness activities on the ground, via transparent procurement processes.

Strong community governance mechanisms, monitoring frameworks and adherence to social and environmental safeguards will be embedded in the implementation of activities under this output to ensure accountability and long-term sustainability of the supported enterprises/organizations.

The eligibility criteria will prioritize proposals with potential for and/or upscaling of the existing value chains to (and where feasible create new ones) in view of improving local livelihoods and supporting the conservation and sustainable use of biodiversity. Based on simple and specific agreement the financial resources allocated through the grant program can be channeled directly to community groups. Once operational, the grant scheme will support business creation, capacity building, and market integration for local nature-based value chains. The details of the disbursement mechanism, the governance required for approving the sub-projects will be defined during by Local Project Appraisal Committee and prior to the PRODOC being signed.

Box 3 details some of the activities and basic elements to support the grant allocation at community level.

Box 3. Proposed topics and activities to be supported through the TRANSFORM Livelihoods Innovation Challenge Incentive Facility

Proposed topics and activities that may be supported
The grants will support the development and/or implementation of the following nature-based activities. Further details will be elaborated during the project's inception **TOPIC 1) Nature-Based Livelihoods** • Conservation agriculture, within approved conditions and in accordance with the community land use plan. • Beekeeping using improved and non-destructive methods. • Sustainable harvesting and processing of non-timber forest products (NTFPs), in line with management and availability plans. • Sustainable handicraft production. • Sustainable fishing activities, including aquaculture (fishing cooperatives operating under sustainable fishery management) • Sustainable harvesting and processing of grass for roof thatching. • Sustainable cultivation and sale of high-value agroforestry products (e.g.: fruits, bamboo, medicinal plants, etc.) • Any other nature-based income-generating activities that help safeguard biodiversity. **TOPIC 2) Community-based Eco-Tourism** • Provision of hospitality services (e.g., guides and porters) within Quirimbas National Park. • Establishment of low- to medium-grade tourism camps in e.g. in Cheringoma Community Conservation Area (or other areas where this may be considered viable according to feasibility assessments) • Local tour and safari company • Any other community-based eco-tourism income-generating activities that is compatible with the conservation and sustainable use of biodiversity and for which a feasibility study is conducted. **TOPIC 3) Skills Development** • Training in specialized community guides Training in game farm management, with a view to future opportunities in game farming operations. • Carpentry and wood crafting clubs • Local WASH committees (maintenance and improvement of water supply and sanitation infrastructure and equipment) • Solar panel installation and maintenance • Tree nursery and landscaping

- Local firefighting and disaster management committee(s)
- Any other local skills development activities that build local resilience are compatible with the conservation and sustainable use of biodiversity and may, in some cases, generate income for households.

Key considerations to support the allocation of grants

The grants to be provided under this initiative are designed to support the implementation of community-based projects that promote sustainable livelihoods, biodiversity conservation, and responsible natural resource management within and around the PAs in these two landscapes (GML and RRL). All granting processes should be in line with the UNDP Grants Policy.

Given the ecological sensitivity and global importance of these conservation landscapes, all projects supported by the grants must adhere to internationally recognized environmental and social safeguards. Specifically, eligible projects must be designed to avoid, minimize, or mitigate any potential negative environmental or social impacts.

The following criteria will be considered:

- Grants will be allocated to CBOs representing community members that are committed to implementing environmentally responsible activities (i.e. conservation-compatible).
- More than 50% of the grants will be allocated to projects and initiatives developed by women and/or that have women as the end-beneficiary (in the latter case if they need to be supported in their own terms to translate their ideas into a bankable project, e.g. by a gender-oriented NGO, this NGO may be the applicant).
- Prior to allocation of grants, CBO grantees will need to pass through basic financial, marketing and accounting training.

To ensure alignment with the community's long-term conservation vision, the following other conditions must be met:

Oversight by Community Committees: Community committees will oversee project implementation to ensure alignment with conservation goals, the local management plan, and gender inclusion.

- **Compliance with the Community Land Use Plan**: Land use plans will guide the effective use of land at the community level. Projects must not negatively impact these plans.
- **Data Sharing**: Grant recipients are encouraged to share data with the community committees—especially regarding harvest and collection points—as a contribution to better management and monitoring practices.

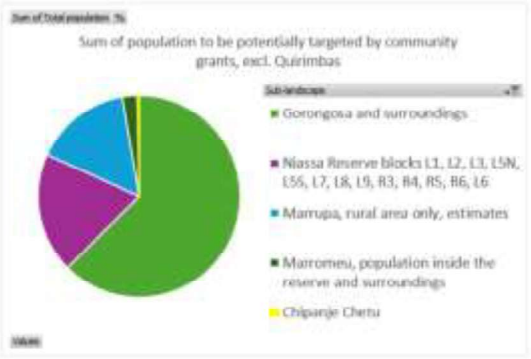
Indicative geographic and administrative break-down

Under Outputs 3.1 and 3.2 of the TRANSFORM project, a total of **USD 4 million in grants** will be disbursed through a structured on-granting mechanism to support nature-based livelihoods, promote wildlife-compatible enterprise development, and incentivize coexistence in high-conflict areas. These grants will be distributed across five priority geographies, **excluding Quirimbas**, which is not expected to have direct grant beneficiaries.

- **Grant Range:** Individual grants will range from **USD 5,000 to USD 100,000**, tailored to the capacity and needs of the grantee. Smaller grants (USD 5,000–10,000) will support early-stage or pilot initiatives, while larger grants (USD 50,000–100,000) will be directed toward more advanced or scalable ventures, including those with co-financing or demonstrated potential for replication.
- **Estimated Number of Grantees:** Based on an average grant size of approximately USD 30,000–35,000, the project expects to support roughly **115 to 130 grantees** across the targeted sites. Final numbers will depend on demand, feasibility, and selection outcomes.
- **Population Targeting and Site Allocation:** While grant distribution will ensure **50/50 gender parity** among beneficiaries, it will **not be proportional to population size across sites**. For example:
    - **Marromeu** will benefit from **USD 1 million**, resulting in a significantly higher per capita investment (**USD 125/head**) due to:
        1. A historical lack of investment in livelihoods in the area;
        2. The need for targeted support to the new livelihoods of communities in areas where the risk of human-wildlife conflict and zoonotic diseases is lower and where the potential for sustainable income generation is higher.
- **Delivery Mechanism:** Grants will be managed and disbursed by the project's **candidate responsible parties**—namely **Gorongosa Restoration Project (GRP), Wildlife Conservation Society (WCS), and Frankfurt Zoological Society (FZS)**—in alignment with their respective geographical mandates. These organizations will oversee the grant selection process, provide technical support, and ensure compliance with safeguards, gender inclusion, and monitoring requirements as outlined in the ESMF.
- **An indicative break-down of targeted populations for the grants**, in alignment with estimates for targets for Core Indicator 11, are shown below.

With Quirimbas	Sum of target population	% of total target population
GML	216,790	43.36%
Gorongosa and surroundings	208,790	41.76%
Marromeu, population inside the reserve and surroundings	8,000	1.60%
RLL	283,210	56.64%
Quirimbas	166,196	33.24%
Niassa Reserve blocks L1, L2, L3, L5N, L55, L7, L8, L9, R3, R4, R5, R6, L6	64,014	12.80%
Marrupa, rural area only, estimates	52,000	10.40%
Chipanje Chetu	1,000	0.20%
Grand Total	500,000	100.00%

Without Quirimbas	Sum of target population	% of total target population	Community Grants USD	Average USD per head
Gorongosa and surroundings	208,790	62.55%	2,000,000	$9.58
Niassa Reserve blocks L1, L2, L3, L5N, L55, L7, L8, L9, R3, R4, R5, R6, L6	64,014	19.18%	500,000	$7.81
Marrupa, rural area only, estimates	52,000	15.58%	450,000	$8.65
Marromeu, population inside the reserve and surroundings	8,000	2.40%	1,000,000	$125.00
Chipanje Chetu	1,000	0.30%	50,000	$50.00
Grand Total	333,804	100.00%	4,000,000	Average: $11.98



The following activities will be implemented:

Activity 3.1.1) Develop eligibility criteria with description on priorities areas of intervention, amount to be allocated and selection criteria and a positive gender bias.
These will be developed in simple form, allowing communities to understand content and engage in accessing the opportunities that the incentive represents for simultaneously promoting environmental sustainability and local economic development. This activity will be implemented in buffer zones of GNP, MNR, CCA of Cheringoma and Communities residing in Coutadas 10, 11, 12 and 14, including Game Farms. In RLL the activity will target communities living in the districts of Mecula, Mueda and Marrupa districts, as well as Chipanje Chetu community conservation area. In QNP the community buffer zone will also benefit from the activity. MAAP/ANAC, I.P. will be responsible for implementation of this activity.

Activity 3.1.2) Conduct awareness campaigns directed at both women and men in communities around the selected corridors to disseminate the information and the opportunities.
This activity will be supported by the PMU but contracted out to a qualified service provider. UNDP will support the procurement.

Activity 3.1.3 Provide tailored technical assistance to women, men and youth in business proposal writing.
Simplified guidance for project proposal development for communities will be critical. Communities need to have adequate support in prioritizing and selecting the business they are willing to implement, based on specific interest, context and training. Working together with conservation partners within the landscapes, the PMU will identify a consultancy service provider, capable of deploying trainers that have undergone a Training of Trainers round, tailored to the project's needs and situation, and who are able to reach out to the communities to be served. The trainers will also engage with community members with a view to identifying who among them may have the skills to receive the training and engage in business development.

Activity 3.1.4) Train communities in sustainable business practices, business plan, financial management and market access, throughout the implementation of the selected projects, provide tailored training for women.

Activity 3.1.5) Facilitate market access for sustainable products and services
This can be done for example by creating a virtual platform featuring the communities' products and services that support biodiversity conservation, by creating conditions for the communities to those equipment facilities, such as

smartphones. Providing capacity building related to the marketing of products and services and creating linkages between different areas to market these would further improve livelihoods. Sharing the learnings of grantees in terms of the establishment of their businesses through the project, via the virtual platform, could improve long-term sustainability of the established businesses.

Output 3.2) Alternative and enhanced livelihoods through mini-grants for supporting the generation of economic benefits for women and men in local communities including through eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept - ***50% of the grants are slated to benefit women.***

This output will focus different modalities of equitable benefit distribution to local communities within the GML and RLL either by establishing eco-based livelihood opportunities that generate income for women and men in local communities (eco-jobs programs, in coordination with private sector players), or by supporting local action to address human-wildlife conflict, or by promoting ecosystem restoration through the management of landscapes (fire control, agroforestry, intensified horticulture within selected perimeter).

The beneficiaries will be groups of individuals, men and women, organized through CBOs (local associations, women's groups, community associations), but requiring a minimal level of structuring and formal registration. Support will be provided through gender-responsive mini-grants – meaning that at least 50% of end-beneficiaries must be women.

These modalities for the mini-grants will help stimulate inclusive, **sustainable employment** linked to conservation goals, particularly for those living in buffer zones of protected areas, **local protection from wildlife** where it is needed, and improved management of land.

Community engagement efforts will be complemented by investments in alternative livelihoods that build on existing best practices and traditional knowledge. These interventions will be rooted in sustainable natural resource management and effective, inclusive community governance systems that promote equal participation and decision-making by women, men, and youth. The aim is to strengthen community stewardship of natural capital while improving household incomes.

Eligibility criteria will prioritize value chains, job offers and local upgrading of social infrastructures that are compatible with biodiversity conservation, sustainable use and/or offer protection from wildlife within faunal migration corridors. Grants will serve as a key financing mechanism, particularly suited to communities adjacent to protected areas with well-functioning CBOs, and where these are not in place, support from local NGOs to ensure purposeful and transparent disbursement can also be an option. Where feasible, grant allocation will be based on validation of community entrepreneurs' existing assets to foster local ownership and sustainability of the businesses. Women-led business will be prioritized in an effort to empower women towards a more egalitarian position in local societies.

The value chains to be invested in must strictly adhere to UNDP's Social and Environmental norms and standards.

Where Village Savings and Loans Associations (VSLAs) already exist and function effectively, especially those that promote women's economic empowerment, these structures will be strengthened with startup grants and business development training. The goal is to enhance access to finance for women-led enterprises and expand income-generating opportunities in targeted landscapes.

Geographic Focus (differently from Output 3.1, this one will have a more restricted focus):

- **Gorongosa-Marromeu Landscape:** including communities in the Cheringoma Conservation Area, the wildlife corridor linking Gorongosa National Park to Coutadas 12, 11, 10, and 14, and the communities in and around the Marromeu National Reserve.
- **Rovuma-Lugenda Landscape**: focusing on communities located between Landscape Blocks L4 and L7, particularly along the main road connecting Marrupa and Mecula Districts.

Human-Wildlife Conflict Mitigation Measures:

Cost-effective approaches will be implemented to reduce wildlife-induced crop loss and asset damage. These include the construction of beehive-integrated fencing and the cultivation of unpalatable or deterrent crops such as chili (peri-peri), moringa, and sesame around farms. Implementation will be coordinated by AMOS in collaboration with ANAC, I.P. game farms, Coutadas, and special protected areas (SPAs) across Sofala, Niassa, and Cabo Delgado provinces.

The following activities are proposed:

Activity 3.2.1) Assess and map livelihood opportunities
Conduct an assessment of livelihood and feasibility of eco-jobs and other opportunities within the target landscapes, including market potential, gender-responsive employment prospects, and value addition potential, etc.

Activity 3.2.2) Develop business plans (or other practical planning instruments) and capacitate communities for feasible opportunities
Financial resource provision will be allocated according to sustainable business plans) and outlining the landscape. Resources will be allocated to communities for implementing feasible business plans, and it will be channeled to beneficiaries as directly as possible. This activity will include capacity building for community groups on developing sustainable business plans.

Activity 3.2.3) Approval and allocation of financial resources to the communities for implementing the plans.
Similar to grant-making activities under Output 3.1, the details of the disbursement mechanism, the governance required for approving mini-grants will be defined during the Local Project Appraisal Committee and prior to the PRODOC being signed and will align with the UNDP Grant Policy

Activity 3.2.4) Train selected community members (with focus on women's groups)
Identify and train selected individuals and groups in priority communities to implement approved livelihood activities, with a strong focus on women's associations and equal participation of youth.

Activities 1, 2 and 3 will be led/supported by conservation partners in the landscapes and conducted by a consultant engaged by them:

- Gorongosa Restoration Project (GRP) – Cheringoma
- Frankfurt Zoological Society (FZS) – Marromeu
- WWF – Zambezi Delta and Chipanje Chetu
- Wildlife Conservation Society (WCS) – Niassa (L4–L7 corridor)

Activity 3.2.5) Explore other opportunities within the wildlife economy with government and landscape partners.

This activity will be led by MAAP/ANAC, I.P. in coordination with AMOS (Mozambique safaris Association) and Safari Operators. This activity will be executed in communities living around Coutadas, Game Farms and Community Conservation Areas.

Activity 3.2.6) Implement Village Savings and Loan Associations (VSLAs) in selected areas to promote income-generating activities, including women.
Village Savings and Loans Associations (VSLAs) will be created to strengthen financial inclusion and support women's engagement in income-generating activities. Members will receive start-up grants and/or micro-credit and training in business development and financial literacy. The activity will be delivered by local service providers and aims to enhance economic resilience and empower women as drivers of sustainable development.

All training events and opportunities to access mini-grants will be equally targeted at women and/or women's groups, with sufficient advertising done in ways that will attract women to the training, including the option of childcare at the trainings, etc. to encourage and enable attendance.

Output 3.3) Established veterinary services combining the One-Health concept with behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures

Output 3.3 is vital for conservation as it addresses the critical link between animal, human, and ecosystem health through a One Health approach. In the context of Moz TRANSFORM, the One Health approach integrates human, animal, and environmental health to prevent and manage zoonotic disease risks. It promotes collaboration between communities, veterinary services, and conservation actors to strengthen disease surveillance and safeguard both biodiversity and livelihoods.

By establishing veterinary services with integrated behavioral and social change strategies, this output reduces the risk of disease transmission between domestic animals, wildlife, and local communities—especially zoonotic threats like rabies that can disrupt both biodiversity and livelihoods.

Preventive measures, such as vaccination campaigns for domestic dogs, help safeguard endangered wildlife populations, reduce human health risks, and promote coexistence in shared landscapes. domestic animals as main vectors for diseases breeching the human-wildlife interface. This integrated approach not only protects public and animal health but also strengthens the resilience of conservation efforts in the project landscape. The following activities will be implemented in both landscapes:

Activity 3.3.1) Conduct a baseline assessment of zoonotic disease risks—accompanied by maps of high-risk zones—and develop a One Health Action Plan for both landscapes.
A participatory assessment will be conducted in both landscapes to identify zoonotic disease risks, supported by mapping of high-risk areas. This will inform the development of a One Health Action Plan integrating human, animal, and environmental health. The plan will also address gender-specific barriers that limit women's and other groups' participation in animal health efforts.

Activity 3.3.2) Train community-based animal health facilitators to conduct routine check-ups and reporting of animal health issues.
Community-based animal health facilitators—selected with gender equity in mind—will be trained to conduct routine animal check-ups, basic health monitoring, and reporting. This will support early detection of animal health risks within local communities.

Activity 3.3.3) Launch community-wide veterinary service campaigns (e.g., dog vaccination, deworming, tick treatment) to reduce disease transmission vectors. Community-wide veterinary service campaigns will be implemented, focusing on dog rabies vaccination, deworming, and tick treatment. These actions aim to reduce disease transmission between domestic animals, wildlife, and humans, contributing to improved public health and biodiversity conservation.

Activity 3.3.4) Develop an information system to track vaccinations, animal health, disease outbreaks, and general surveillance indicators.
A local information system will be developed to register key data on animal health, administered vaccinations, zoonotic outbreaks, and other surveillance indicators. It will support decision-making by technicians, local authorities, and trained community personnel.

Activity 3.3.5) Conduct community-level awareness campaigns to promote good practices and behavior change, ensuring that messaging is gender-sensitive and addresses barriers to participation by women and other marginalized groups.
Community awareness campaigns will be carried out to raise understanding of animal and human health, promote good practices, and encourage behavior change. Messaging will be culturally relevant, gender-sensitive, and tailored to address specific participation barriers faced by women and other marginalized groups.

Activity 3.3.6) Coordinate with local veterinary units and support training of veterinary staff on One Health principles and integrated approaches.
Coordination will be established with district-level veterinary units to train their staff in One Health principles and integrated methods for disease prevention, monitoring, and response. This training will enhance collaboration between public health, animal health, and conservation actors.

Activities will be coordinated by MAAP/ANAC, I.P. and the National Directorate for Animal Health under MAAP, particularly for mapping and identification of risk zones, and key local conservation stakeholders. MAAP/ANAC, I.P. will procure local organizations to deliver specific services on the ground. Engagement and coordination with Mozambique Wildlife Alliance will be critical for both landscapes in the developing training materials and models for both communities and veterinary technicians at district level.

Component 4) Knowledge Exchange and Coordination

Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.

Outcome 4 will focus on promoting behavioral change at the social, institutional, and community levels, fostering a more harmonious and sustainable relationship between people and wildlife in the Gorongosa-Marromeu and Rovuma-Lugenda landscapes, with specific attention to gender equality and the empowerment of women and youth.

Learning Centers will be established as inclusive spaces for community training, awareness raising, and knowledge appropriation. These centers will promote harmonious coexistence between people and wildlife, as well as the development of local capacities in areas such as sustainable production, ecotourism, agroforestry, and human-wildlife conflict mitigation, among others. The centers will serve as hands-on field-based learning experiences to strengthen values of conservation, inclusion, and sustainability, with an emphasis on the active participation of women, youth, and other vulnerable or underrepresented groups, not only as beneficiaries but as leaders and agents of change in their communities.

Awareness and environmental education campaigns will be implemented, adapted to local cultural and linguistic contexts, and designed to be accessible to diverse social groups, including women with limited literacy or mobility. These campaigns will aim not only to reduce tolerance for illegal wildlife trade and unsustainable resource use but also to foster local pride in natural heritage and strengthen the collective sense of ownership around biodiversity conservation. The outcome also includes the integration of biodiversity and conservation content into formal and non-formal education programs, with special attention to gender-sensitive pedagogical approaches and adapted materials. These contents will be co-designed with local stakeholders to reflect community realities and to include transformative gender messages, particularly regarding roles and responsibilities in the use and protection of natural resources.

In addition, the project will collect, systematize, and disseminate good practices and lessons learned from its interventions and from previous experiences in conservation, sustainable biodiversity management, and wildlife-based economies. Regular experience-sharing platforms will also be promoted between the project landscapes, as well as with regional and transboundary initiatives, facilitating mutual learning and the replication of successful approaches. Through these efforts, the project aims to induce lasting changes in the attitudes and practices of local populations and participating institutions, resulting in increased support for conservation initiatives and a tangible reduction in threats to biodiversity.

Furthermore, the project will actively participate in the knowledge platform of the GWP, including its annual conference, thematic and regional events, as well as bilateral or trilateral 'twinning exchanges' with other GEF projects. To this end, the project budget includes specific resources and co-financing to enable the participation of the implementation team, government representatives, and local partners in at least one platform activity per year.

The outcome will be implemented through three key outputs,

Output 4.1) Learning Centers established in the project landscapes, functioning as catalysts for the adoption of sustainable practices and behavioral change by communities, ensuring equitable access for women and men.

Under Output 4.1, the 'Learning Centers' to be established is specific locations within the landscapes will act as accelerators for the adoption of new practices and behavioral change by communities, ensuring equal access and tailored content for women and men, especially in food production and ecotourism and in their attitudes towards wildlife, including the promotion of agroforestry as alternative to annual crop agriculture in corridor and buffer zone areas.

GEF resources will be used in a gender inclusive and cost-effective manner to strengthen the operationalization of Learning Centers within the project landscapes, some which already function as knowledge hubs and practical demonstration sites for local communities and other stakeholders in the region, e.g. community center in Gorongosa National Park. In the Gorongosa Marromeu landscape, there exists the Gorongosa Community Center and the Cheringoma Community Center, in Niassa Reserve, WCS is currently constructing a Community Center in Marrupa. These centers will continue to promote the adoption of sustainable practices by communities, particularly in areas such as agroforestry, climate-resilient agriculture, environmental education and ecotourism. The Learning Centers will also serve as platforms for community dialogue and exchange, promoting gender equality, fostering positive attitudes toward wildlife and encouraging coexistence. Special attention will be given to buffer zones and wildlife corridors, where shifting from annual crop-based agriculture to agroforestry systems can directly reduce habitat loss and conflict with wildlife.

Output 4.1 will be implemented under the leadership of the Ministry of Agriculture, Environment and Fisheries (MAAP), in close coordination with the National Administration of Conservation Areas (ANAC), and with the technical

and operational support of key partners such as the Wildlife Conservation Society (WCS) in the Niassa landscape, and the Gorongosa Restoration Project in the Gorongosa-Marromeu landscape.

These entities will be responsible for establishing, rehabilitating, and equipping Community Learning Centers in both landscapes, ensuring their operation as inclusive spaces for training, awareness raising, and the generation of sustainable livelihoods. Implementation will take place in collaboration with local authorities, community organizations, and other technical actors specialized in gender, conservation, and socio-economic development.

For the activities, resources will be allocated to key conservation players in both landscapes that are supporting the management of the community centers.

The following activities are planned under this output:

For the Gorongosa-Marromeu landscape, the following are the proposed activities:

Activity 4.1.1) Upgrade the Cheringoma Community Center using a disability inclusive approach to serve as a hub for the regional community center and cover the needs for Marromeu National Reserve, Coutada 10, 11, 12 and 14, and the Cheringoma Community Conservation Area.
The center's infrastructure will be upgraded using a gender and disability inclusive approach, transforming it into a regional hub that supports the Marromeu Reserve, Coutadas 10, 11, 12, and 14, as well as the Cheringoma Community Conservation Area. The work will include accessibility improvements, adaptation of training spaces, and provision of basic equipment. Implementation will be carried out in coordination with local authorities, MAAP/ ANAC, I.P. and community stakeholders.

Activity 4.1.2) Train female and male community members (community facilitators, rangers, leaders, etc.) in the landscape on several conservation themes such as Human and Wildlife coexistence, agroforestry, agro-ecology, environmental education, ecotourism and other wildlife economy activities, nature-based solutions, gender and conservation to operate the constructed community centers.
Training workshops and modules will be developed and delivered for female and male community members. These training opportunities will be practical, culturally and linguistically adapted to the local context, and aligned with the operational functions of the Cheringoma Center. A "training of trainers" approach will be prioritized to ensure knowledge multiplication. The activity would be implemented by a consultancy under the guidance of MAAP/ANAC, I.P. and align with the newly developed WE Strategy and revised HWC Strategy under the earlier outputs.

Activity 4.1.3) Equip the Cheringoma center with implementation tools and pilot the business plans and link with the potential markets, using a gender-sensitive approach.
The Center will be equipped with practical tools and materials to support training, production, and monitoring activities, using a gender-sensitive approach. In parallel, pilot community business plans—previously developed with local stakeholders—will be selected and implemented. These will focus on nature-based sustainable activities (e.g., nurseries, non-timber forest products, community tourism) and will be linked to potential local and/or regional markets through strategic partnerships.

The following activities refer to Rovuma-Lugenda landscape:

Activity 4.1.4) Support WCS in finalizing the community center construction based on a disability inclusive approach and equip with gender inclusive material and learning tools.
More specifically, this implies equipping and upgrading the Mariri Hunting block to operationalize the existing center to hub the conservation initiatives in Niassa Special Reserve, including all the hunting blocks, Chipanje Chetu and

Game Farms. Support will be provided to WCS to complete the construction of the community center, applying a gender and disability inclusive approach. In addition, the existing center in the Mariri hunting block will be equipped and upgraded to serve as an operational hub for conservation initiatives in the Niassa Special Reserve. The center will be equipped with inclusive materials and learning tools to facilitate community training.

Activity 4.1.5) Build the capacity of female and male community members to manage and deliver conservation-related activities in the Learning Centers.
Training workshops and practical modules will be developed and delivered to women and men in the community—such as facilitators, rangers, and local leaders—on key conservation topics including human-wildlife coexistence, agroforestry, agroecology, environmental education, ecotourism and other wildlife economy activities, nature-based solutions, and gender and conservation. Sessions will be culturally and linguistically tailored to the local context, using participatory and hands-on methodologies. A "training of trainers" approach will be prioritized to strengthen local ownership and ensure knowledge transfer and replication within the communities. The activity would be implemented by a consultancy under the guidance of MAAP/ANAC, I.P.and aligning with the newly developed WE Strategy and revised HWC Strategy under the earlier outputs

Activity 4.1.6) Equip the existing community center in Mariri to strengthen its capacity to meet its actual needs of women and men in the community.
The existing community center in Mariri will be provided with additional tools and resources to enhance its functioning and ensure it effectively responds to the actual needs of both women and men in the community. This will include technical, educational, and logistical materials to expand its reach and strengthen its capacity to support sustainable development initiatives.

Note: This activity may need to be reconsidered in light of developments relating security incidents in Apr-2025 directly affecting the Mariri Center.

Activity 4.1.7) Participatory systematization of good practices and lessons learned, included in gender issues
Successful experiences and challenges encountered during project implementation will be collected, analyzed, and documented in close collaboration with community leaders, local technicians, women, and youth. This information will be systematized with a gender-sensitive and culturally relevant approach, and will be used to develop educational and training materials.

Activity 4.1.8) Creation of a local knowledge management platform in the Learning Center.
A basic knowledge management platform will be designed and implemented in each center (digital or physical), to compile training materials, case studies, monitoring results, and multimedia content generated by the communities themselves. This platform will be openly accessible to local stakeholders, technical staff, and decision-makers.

Activity 4.1.9) Facilitate experience exchange visits between communities and administrative stakeholders from Gorongosa-Marromeu and Rovuma-Lugenda.
This activity will facilitate structured exchange visits between community members (including women, youth, and local leaders) and administrative stakeholders (such as conservation staff, district authorities, and Learning Center managers) from both project landscapes. The goal is to share good practices and lessons learned in conservation, sustainable livelihoods, land management, and community engagement. These exchanges will promote peer learning, strengthen cross-landscape collaboration, and support the replication of innovative and inclusive approaches. Gender-balanced participation will be prioritized, and the visits will foster dialogue between grassroots and technical actors.

The implementation of Output 4.1 will be led by MAAP/ANAC, I.P. in coordination with protected area managers, district authorities, and technical partners. In the Gorongosa-Marromeu landscape, the Gorongosa Restoration

Project will serve as a key partner in the operation of Learning Centers, while in the Rovuma-Lugenda landscape, support will be provided by the Wildlife Conservation Society (WCS), particularly in the Niassa Special Reserve. Implementation will actively involve community-based organizations, women's and youth associations, and local service providers with expertise in training, agroforestry, ecotourism, and sustainable livelihoods. These actors will be responsible for delivering training, facilitating experience exchanges, managing knowledge content, and supporting the follow-up of community-led initiatives through the Learning Centers.

Output 4.2) Partnerships with academic institutions and research centers for the scientific establishment of hunting quotas and wildlife monitoring systems

This output focuses on strengthening the scientific and technical foundations for sustainable wildlife management in Mozambique by establishing partnerships with academic institutions and research centers. A participatory assessment will be conducted to evaluate the current hunting quota and wildlife monitoring systems, identifying key gaps and areas for improvement. A multi-stakeholder Technical-Scientific Committee will be established to bring together government agencies, researchers, concession operators, and community representatives to guide methodological choices and validate technical decisions. Baseline studies will be carried out in priority hunting concessions to improve knowledge on wildlife populations and species of interest.

The output 4.2 also includes the development of a modern digital system for wildlife data collection and analysis, enabling evidence-based quota setting and monitoring. Technical guidelines and protocols will be prepared to support transparent and ecologically sound quota allocation. Capacity-building efforts will include training and exchange programs for researchers and technical staff, fostering long-term institutional development and collaboration across sectors.

The following activities are planned under this output:

Activity 4.2.1) Participatory assessment of the current hunting quota and wildlife monitoring system
This activity will conduct a participatory review of the existing systems used to define hunting quotas and monitor wildlife populations. It will involve stakeholders from government, academia, private operators, and communities to assess the effectiveness, gaps, and opportunities for improvement in data collection, methodology, and decision-making processes.

Activity 4.2.2) Establish a multi-stakeholder Technical-Scientific Committee, with gender balance, to support decision-making on wildlife management and the sustainable definition of hunting quotas.
A Technical-Scientific Committee will be formally established to support evidence-based decision-making on wildlife management and hunting quotas. The Committee will include representatives from ANAC, I.P. academic and research institutions, concession operators, civil society, and gender experts. Efforts will be made to ensure balanced gender representation and that the Committee's processes integrate gender-sensitive principles in the development, review, and validation of scientific protocols.

Activity 4.2.3) Baseline wildlife studies in priority hunting concessions
This activity will carry out field studies in selected hunting areas to establish baseline data on species abundance, distribution, and ecological trends. The studies will support quota setting and conservation planning and will be designed in collaboration with local researchers and international experts. Gender considerations will be integrated by involving both male and female researchers, and by analyzing the potential differentiated impacts of wildlife management practices on women and men in surrounding communities.

Activity 4.2.4) Development of a digital system for wildlife data collection and analysis

A digital platform will be developed to streamline and standardize the collection, storage, and analysis of wildlife monitoring data. The system will improve transparency, real-time access, and coordination between institutions and field teams, and will integrate spatial and ecological data for more effective wildlife management. The system will also allow for gender-disaggregated data inputs where relevant (e.g., roles in wildlife use, reporting, or patrol activities) and will be accessible and usable by both female and male field staff.

Activity 4.5.5) Preparation of technical guidelines and protocols for sustainable hunting quota definition
Technical protocols and operational guidelines will be drafted to guide the scientific definition of hunting quotas. These documents will include ecological thresholds, monitoring indicators, validation steps, and gender-sensitive considerations, and will be aligned with national regulations and SADC best practices. Specific guidance will be included on how to integrate gender equity in decision-making processes, community consultation, and benefit-sharing mechanisms related to hunting activities.

Output 4.3) Inclusive campaigns, awareness raising and content for formal education programs are delivered to residents of the target landscape

Output 4.2 will focus on supporting the design and delivery of awareness-raising campaigns, educational materials, and community-based programs aimed at strengthening community understanding of biodiversity conservation, and sustainable livelihoods, including the diversity of wildlife economy activities. These initiatives will be tailored to reach a diverse audience—ranging from school children and youth to local leaders, women's groups, persons with disability and other community groups—using context-specific content and inclusive, appropriate communication tools. Key themes, including human-wildlife coexistence, wildlife value, wildlife economy activities and the related value chains will be integrated as core messages within community outreach strategies and promoted through Learning Centers to foster greater awareness and engagement at the local level.

In addition, basic training will be provided to staff and collaborators in conservation areas, as well as district government officials who lack formal education in biodiversity or wildlife management. This training will aim to enhance their understanding of the ecological value of their landscapes and their role in promoting conservation and the wildlife economy, enabling them to act as knowledge multipliers and ambassadors of community campaigns and programs. In doing so, Output 4.3 adopts a holistic approach that broadens the reach of awareness-raising actions and strengthens the link between communities and local institutions.

The following activities are planned under this output:

Activity 4.3.1) Establish and strengthen inclusive environmental clubs in schools and communities.
Environmental clubs will be established or strengthened in selected schools and communities located in buffer zones and ecological corridors across both landscapes (Gorongosa-Marromeu and Rovuma-Lugenda). Equal participation of girls and boys will be ensured, and clubs will be supported with inclusive training, materials, and equipment to implement activities such as campaigns, ecological restoration, community gardens, and educational initiatives.

Activity 4.3.2) Train community facilitators and local officials in inclusive communication and information management.
Training will be provided to community facilitators and local development staff on inclusive communication techniques, taking into account gender, language, and education barriers. The training will include outreach strategies, participatory information management, and tools to support community dialogue on conservation.

Activity 4.3.3) Develop inclusive, culturally appropriate informational and educational materials on conservation and wildlife-based economy for use in community clubs, schools, and awareness activities. This activity involves

creating accessible and engaging educational materials to promote awareness and community participation in conservation and wildlife economy initiatives, adding to, and coordinating with, materials previously developed by MozBio. Content will be designed using gender-sensitive language, culturally relevant messaging, and visual or low-literacy formats. These materials will be used in environmental clubs, schools, and community outreach events, and will highlight inclusive approaches and opportunities for local livelihoods. These may include posters, brochures, videos, and educational games designed for girls, boys, women, and men, and will support activities such as tree planting, clean-up campaigns, habitat restoration, or sustainable community gardens

Activity 4.3.4) Implement community-based environmental education campaigns with youth engagement.
Regular environmental education campaigns will be conducted in target landscape communities, with the active participation of young women and men. These campaigns will deliver messages on conservation, sustainable resource use, wildlife economy activities and the related value chains and wildlife protection, while promoting youth leadership and behavior change at the community level.

Activity 4.3.5) Implement a recognition program for outstanding individuals in conservation.
An incentive system will be established to recognize individuals who have demonstrated exceptional commitment to biodiversity protection across various sectors, including media, environmental journalists, community leaders, law enforcement agencies (rangers, prosecutors, investigation police), civil society organizations, government institutions, and environmental activists. Recognitions may include official certificates, public acknowledgments, professional support kits (such as communication equipment, technical materials, or uniforms), training scholarships, or participation in regional exchange programs, among others. Selection will take place annually through a participatory and transparent process, based on pre-established criteria such as impact, innovation, leadership, and replicability of actions.

Activity 4.3.6) Train local schoolteachers in environmental education with a gender and inclusion lens.
Specialized training will be provided to primary and secondary school teachers on biodiversity, climate change, the wildlife economy and sustainability, incorporating gender-sensitive pedagogical approaches. This activity aims to mainstream conservation topics into the school curriculum and strengthen teachers' roles as change agents within their communities.

Activity 4.3.7) Strengthen community media capacities to communicate on conservation, the wildlife economy and climate change.
Training will be provided to local journalists, communicators, and community radio stations to produce inclusive and culturally relevant content on conservation, gender, and sustainable livelihoods through the wildlife economy. The activity will promote local-language programming and amplify the voices of women, youth, and community leaders.

The implementation of Output 4.3 will be led by MAAP/ANAC, I.P. in coordination with District Education Directorates and other relevant government institutions. Technical support will be provided by service providers specialized in environmental education, communication, and gender, in collaboration with community-based organizations, local radio stations, and traditional leaders. Mozambique Wildlife Alliance (MWA) and other partner NGOs will play a key role in developing inclusive materials, campaigns, and methodologies to ensure that messages effectively reach women, youth, and other key groups across both landscapes.

Output 4.4) Behavioral change at the landscapes' local level

Behavioral change is promoted among both women and men in the target landscapes, contributing to a measurable reduction in illegal wildlife trade, unsustainable consumption of wildlife products, and poaching. These changes will be reflected not only in attitudes but in concrete actions that support biodiversity conservation. This output also

includes targeted interventions to reduce deforestation driven by crop expansion and to curb the uncontrolled and harmful use of fire, fostering more sustainable land-use practices.

The project will connect with GWP global coordination project to seek inspiration and guidance. At the global level, the Program is expected to support the delivery of the roadmaps developed with the international NGO TRAFFIC, and to build capacity and confidence to apply social and behavior change approaches to wildlife conservation.

Overall, the aim is to shift community behavior from passive awareness to active stewardship of natural resources, encouraging long-term, community-driven conservation outcomes.

The following activities will be implemented:

Activity 4.4.1) Develop and disseminate educational materials to promote biodiversity conservation and sustainable practices.
Educational materials will be designed and distributed to promote biodiversity conservation and the adoption of sustainable practices. These materials may include posters, brochures, community radio programs, and other formats that are culturally and linguistically adapted to the local context. The content will be developed with an inclusive and gender-sensitive approach.

Activity 4.4.2) Collaborate with national and international authorities to monitor local illegal wildlife product markets and promote gender-responsive, conservation-aligned alternatives.
Joint efforts will be carried out with national and international authorities, including TRAFFIC, TRACE, and the Wildlife Crime Commission, to study and monitor local markets linked to illegal wildlife trade. The activity will incorporate a gender perspective in the analysis and promote sustainable economic alternatives aligned with conservation values, accessible and relevant to both women and men in affected communities.

Activity 4.4.3) Train male and female farmers in sustainable agriculture and fire management practices to reduce deforestation caused by unsustainable land use.
Practical training will be provided to both women and men farmers on climate-smart and conservation agriculture, including techniques such as controlled burning, firebreak establishment, and sustainable soil management. The training will be context-specific and gender-responsive, aiming to reduce deforestation driven by harmful agricultural practices and to enhance the resilience of rural livelihoods.

Activity 4.4.4) Train and equip male and female community-based conservation rangers to monitor and report illegal activities
This activity will provide targeted training and equipment to community-based rangers—both women and men—to enhance their capacity to monitor and report illegal activities such as poaching, illegal logging, and wildlife trafficking. The training will cover patrolling techniques, data collection, use of monitoring tools (e.g., GPS, smartphones), and basic environmental law.

Activity 4.4.5) Support the establishment of anonymous wildlife crime reporting system.
An accessible and confidential system will be designed and implemented to allow anonymous reporting of wildlife crimes and illegal trafficking. The system may include toll-free hotlines, mobile apps, or secure drop boxes. Outreach efforts will ensure the population understands how to use it safely, with specific attention to protecting whistleblowers and ensuring both women and men can access and use the system, considering literacy and digital access barriers.

Activity 4.4.6) Implement awards for communities showcasing contributions by both women and men showing significant reductions in poaching incidents, through established transparency criteria of evaluation.

A community awards program will be implemented to recognize collective efforts in reducing poaching, with special attention to the contributions of both women and men. Communities showing measurable progress through surveillance, awareness, and conservation actions will be evaluated annually based on clear and transparent criteria. Awards may include useful community resources, support for local initiatives, official certificates, and public recognition, fostering local leadership and ownership of conservation successes.

Activity 4.4.7) Organize community events to celebrate key local and international environmental and cultural days, promoting inclusive participation and conservation awareness.

Local events will be organized to commemorate relevant dates such as Mozambique's Women's Day, World Wildlife Day, Biodiversity Day, Ranger Day, Forest Day, World Wetlands Day (RAMSAR), and Elephant and Rhino Days. These events will feature educational and interactive activities such as indigenous tree planting, community theater, storytelling, cultural fairs, and school contests. The initiative will actively encourage the participation of women, youth, and traditionally marginalized groups, strengthening the connection between local identity, conservation values, and collective action.

Activity 4.4.8) Develop inclusive wildlife economy models that directly benefit local communities while supporting biodiversity conservation.

Gender-responsive community-based wildlife economy activities will be designed and promoted, ensuring equitable participation of both women and men in planning, management, and benefit-sharing. Initiatives may include the establishment of community lodges, guided tours of cultural, historical, and natural sites, aquaculture, forest product value chain development and the promotion of traditional knowledge. These models aim to diversify local livelihoods, provide sustainable income, and strengthen the link between biodiversity conservation and the social and economic development of the communities.

Activity 4.4.9) Conduct baseline and regular follow-up surveys to measure changes in attitudes and practices related to biodiversity and environmental management, including a gender perspective.

Baseline and periodic follow-up surveys will be carried out to assess changes in community attitudes, perceptions, and behaviors related to biodiversity conservation and environmental management. The surveys will include gender-disaggregated data and indicators that reflect the specific roles, challenges, and contributions of women and men. The results will inform adaptive management, improve the effectiveness of awareness efforts, and ensure that interventions remain inclusive and responsive to community needs.

Activity 4.4.10) Introduce and train both women and men in the communities on the Monitoring Oriented Management System (MOMS) in Community Conservation Areas.

Behavioral change requires systematic follow up and monitoring. Therefore, the implementation of the activities mentioned will be integrated into the plans of the key conservation stakeholders in both landscapes, particularly under the monitoring and evaluation team with support from the patrolling teams. Engagement with other organizations such as Mozambique Wildlife Alliance can be useful for designing gender sensitive training material and modules on wildlife management and illegal tracking.

Output 4.4 will be implemented in close collaboration with local authorities and protected area managers across the Gorongosa-Marromeu and Rovuma-Lugenda landscapes. Field-level implementation will be supported by community-based organizations, service providers with experience in rural development and participatory monitoring, and NGOs such as Mozambique Wildlife Alliance, contributing technical expertise in conservation, ecotourism, and human-wildlife conflict management. Activities will be closely linked to the Learning Centers, ensuring the active engagement of women, youth, and community rangers as key drivers of behavior change.

Output 4.5) Addressing the project's socio-environmental risks, including assessments at local level, incorporation of the gender aspect and the engagement of stakeholders

This Output will serve to address Environmental and Social Safeguards for the project and streamline processes across all project Components. Several plans, assessments, mechanisms, and procedures will be developed or updated, including Environmental and Social Impact Assessment (ESIA), Strategic Environmental and Social Assessment (SESA), Environmental and Social Management Plans (ESMP), gender action plan, Stakeholder Engagement Plan, and Grievance Redress Mechanism.

A scoped ESIA will be completed prior to the start of activities identified in the ESMF (Environmental and Social Management Framework, developed during PPG), and specific management plans will be developed based on the indications in the ESMF.

The SESA and ESIA will integrate specific procedures into the ESMP.

At a minimum, the procedures will include requirements for partners to:

- Adhere to UNDP social and environmental standards (SES)
- Subject all on-the-ground activities to screening, using the SESP (Social and Environmental Screening Procedure)
- Clear all proposed activities with the Project Safeguards expert
- Ensure M&E of the activities that proactively promote women's empowerment and human rights
- Ensure an approach to governance that integrates and includes all the relevant stakeholders, including vulnerable groups or groups at risk of marginalization

Capacity for implementing environmental and social safeguards and/or integrating them into national policies and plans is expected to be limited. When necessary, the Project will organize training events and/or workshops to build the capacity of key project implementation actors and equip them with the necessary knowledge and tools needed to achieve the objectives of the Project effectively and efficiently. This is key to ensuring continued success over the course of the project implementation, and beyond. Such capacity building activities will start before the implementation of the activities and will include a combination of the following topics:

- UNDP Social and Environmental Standards (SES) – with focus on the Standards triggered by the project activities (see SESP)
- Stakeholder Engagement Process – with focus on different way of engagement adapted to the different ethnic groups present in the project area.
- UNDP Accountability Mechanism (Grievance Redress Mechanism)
- Understanding UNDP Project Cycle
- UNDP Grant Policy?
- Monitoring and Evaluation of UNDP Projects
- Gender Equality and women empowerment
- Human Rights – with a focus on vulnerable and marginalized groups and individuals.

Overall, the project will have a focus on enhancing the capacity of relevant national, regional and local actors, as well as targeted groups, to ensure that they have the required knowledge and skills to actively participate in project interventions, incorporate lessons learned, and uptake good practices.

The following activities will be implemented:

Activity 4.5.1) Development of the Environmental and Social Impact Assessment (ESIA) with contextual and participatory approach.
During the first year of implementation, a scoped ESIA will be conducted including an environmental and social baseline, an Economic Displacement Risk Assessment, and a Conflict Analysis. This assessment will enhance understanding of the local context, including cultural, ethnic, and gender-related variables.

Activity 4.5.2) Development of the Strategic Environmental and Social Assessment (SESA) to support policy and institutional reform.
The SESA will be completed within the first year of the project and will focus on evaluating institutional and regulatory impacts associated with strategic project outputs. The findings will be compiled into a concrete Action Matrix for decision-making.

Activity 4.5.3) Development of the Environmental and Social Management Plan (ESMP), including targeted plans derived from the ESIA.
Based on the ESIA results, an ESMP will be developed, including mitigation measures, a Livelihood Action Plan, and specific considerations regarding water access, mobile pastoralism, and ethnic minorities. The ESMP will integrate traditional community practices for managing floods and droughts, ensuring social and cultural sustainability.

Activity 4.5.4) Updating and operationalization of the Grievance Redress Mechanism (GRM).
The GRM will be revised and updated within the first three months of the project to ensure accessibility, inclusivity, and responsiveness. Ethnic minorities and other vulnerable groups will be guaranteed access to this feedback and participation channel.

Activity 4.5.5) Updating of the Comprehensive Stakeholder Engagement Plan (SEP).
The SEP, developed during the project design phase, will be validated and updated in the first three months of implementation, based on an expanded consultation process with local stakeholders, authorities, and communities.

Activity 4.5.6) Capacity building on environmental and social safeguards.
Prior to the start of field-level implementation, training workshops will be conducted for key project stakeholders (ANAC, I.P., BIOFUND, responsible parties, other partners and stakeholders within the landscape, including community-based organizations, women's groups and other relevant players), covering topics such as: UNDP Social and Environmental Standards, stakeholder engagement mechanisms, gender and human rights, risk assessment, monitoring and evaluation, and the UNDP project cycle. Women will be given equal opportunities to participate in the training.

Activity 4.5.7) Development and updating
of the Security Risk Assessment and a Security Management Plan
Prior to the start of field-level implementation, a Security Risk Assessment and a Security Management Plan outlining measures to protect communities, project personnel, and assets. These instruments are aligned with UNDP's SES guidelines and will be regularly updated and informed by ongoing monitoring from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), which maintains a presence in the region and publishes regular updates through the ReliefWeb specialized news services. Conflict-sensitive implementation, close coordination with local authorities, and adaptive risk mitigation will be critical to ensuring safe and effective project delivery. Once established, the project team will ensure that the Security Management Plan is always maintained up to date and in effect, and that the relevant security information is adequately circulated to partners in a timely manner.

Output 4.6) Participation in the Global Wildlife Program (GWP) Knowledge Platform

This output aims to ensure the project's active engagement with the Global Wildlife Program (GWP) knowledge platform, peer learning, and alignment with global best practices in biodiversity conservation and community-based wildlife management. Through participation in the GWP's structured knowledge-sharing activities, the project will contribute to and benefit from lessons learned across GEF-funded projects globally. This output will also enhance the visibility of the Mozambique TRANSFORM project on the international stage, while providing opportunities for project staff, government partners, and community stakeholders—including women leaders and youth representatives—to engage in dialogue, build technical capacity, and contribute to evidence-based policy and practice. A gender-sensitive approach will guide participation, ensuring that women are equally represented in all

GWP-related exchanges and that their voices, experiences, and leadership are visible in the global conservation community.

The project will also contribute to the GWP's annual knowledge needs assessment and thematic surveys to help align learning priorities and share project experiences. The PMU, in coordination with UNDP and the GWP Coordination Team, will ensure timely responses and the submission of relevant data and lessons learned. In addition, the project team will actively participate in GWP regional coordination calls to share progress, align with regional priorities, and contribute to peer learning. Participation in these calls will be coordinated by the PMU with support from UNDP.

The following activities will be implemented:

Activity 4.6.1) Annual participation in the GWP Global Conference
The project will allocate dedicated budget and logistical support for the participation of up to two representatives per year in the GWP annual global conference. Participants may include members of the Project Management Unit, government counterparts, and community stakeholders—with specific attention given to ensuring gender balance and the inclusion of women in leadership or technical roles. This activity will promote knowledge exchange, visibility and strengthen collaboration with other GEF projects. Travel, accommodation, and registration costs will be covered for selected participants.

Activity 4.6.2) Participation in regional or thematic GWP Events
Each year, the project will support the participation of representatives—including women and youth from local communities—in at least one in-person thematic or regional workshop organized by the GWP. These events provide a platform to discuss specific technical, social, or institutional topics relevant to wildlife-based economies, law enforcement, community engagement, and gender integration. The selection of participants will ensure diverse representation and alignment with the event's thematic focus. This participation will help disseminate innovations from Mozambique while enabling the project to adopt relevant lessons from other contexts.

Activity 4.6.3) Facilitation of a GWP Twinning Exchange
During the project implementation period, TRANSFORM will engage in at least one bilateral or trilateral "twinning" exchange with another GEF/GWP project. This may involve reciprocal visits, joint training sessions, or virtual collaboration on shared challenges. The activity will include technical coordination, selection of thematic focus areas (e.g., women's leadership in conservation, participatory land-use planning), and documentation of lessons learned. Gender inclusion will be a criterion for participation and a focus of the exchange itself, ensuring that best practices in women's empowerment and inclusive governance are shared across countries.

Activity 4.6.4) Participate in GWP annual knowledge needs assessments and thematic surveys
The project will participate annually in the GWP knowledge needs assessment survey, as well as in other thematic surveys conducted by the GWP Coordination Team. This will help align the project's learning priorities with those of the global platform and ensure that relevant experiences, data, and lessons learned are fed back into the GWP knowledge cycle. The PMU, in coordination with UNDP and technical partners, will be responsible for collecting, validating, and submitting the required information.

Component 5) Monitoring and Evaluation (M&E)

Outcome 5) The GEF Child project is adequately monitored and evaluated

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP (including guidance on GEF project revisions) and UNDP Evaluation Policy The UNDP Country Office

is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.

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[14]. The M&E plan and budget included below will guide the GEF-specific M&E activities to be undertaken by this project. 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 – including during the Project Inception Workshop - and will be detailed in the Inception Report.

In the PRODOC all the details of the project's M&E Framework will be detailed. The relevant M&E Outputs and activities are listed below. Project Outputs and Activities that are part of the M&E Component are listed below, including some that are explicitly listed in the Stakeholder Engagement Plan.

The project is committed to actively participating in the knowledge platform of the Global Wildlife Program (GWP), including its annual conference, thematic and regional events, and other bilateral or trilateral exchanges ("twinning exchanges") with other GEF projects. To this end, the budget includes specific resources to enable the participation of the implementation team, government representatives, and/or local partners in at least one in-person GWP activity per year.

The project will coordinate with the GWP Coordination Team to align key aspects of reporting, with the aim of ensuring methodological coherence, data comparability, and effective contribution to the program's collective learning. In addition to reports required by the GEF Secretariat, the project will regularly report progress, results, and relevant indicators to the GWP Coordination Team, following established guidance. The project's monitoring and evaluation processes will also align with the GWP M&E framework to ensure consistency with program-level indicators and reporting standards, and to support integration of project results into the broader GWP platform.

As part of the project's commitment to the GWP, a dedicated section will be incorporated into both the Mid-Term Review (MTR) and Terminal Evaluation (TE) to assess the added value of participating in the program. This will include evaluation questions aimed at documenting the additionality provided by GWP, the concrete benefits derived from knowledge exchange and coordination mechanisms, as well as the strategic value of being part of a global platform. The inclusion of these questions will help assess how participation in GWP has influenced the project's implementation, results, visibility, and sustainability. This will be done in coordination with the GWP's M&E team, UNDP Country Office and external evaluation consultants

M&E Output 5.1) The GEF Child project is adequately monitored: Ensuring that the project implements its M&E plan and that the results communicated through the Project Steering Committee, including the quarterly and annual reports (PIR), the MTR [mid-term review] and the TE [final evaluation] and ensure gender responsiveness

This output ensures the full implementation of the project's Monitoring and Evaluation (M&E) plan through systematic tracking of progress, risk management, learning, and reporting. Key project reports—including quarterly, annual (PIR), mid-term review (MTR), and terminal evaluation (TE) will be developed and reviewed with inputs from diverse stakeholders and institutions. Gender responsiveness will be integrated throughout all M&E activities, including tracking indicators from the Gender Action Plan and ensuring that women's participation and feedback are captured and used to improve project implementation.

The following activities will be implemented:

[14] See https://www.thegef.org/projects-operations/policies-guidelines

Activity 5.1.1) Project start-up activities (SEP Activity)
Initial administrative, technical, and coordination actions to operationalize the project, including recruitment, partner engagement, and project documentation setup.

Activity 5.1.2) Project Inception Workshop successfully conducted. Inception workshop and stakeholder engagement plan validation (SEP Activities)
Conduct the official project launch event and validate the Stakeholder Engagement Plan (SEP), ensuring inclusive participation and communication of project objectives, expected results, and roles.

Activity 5.1.3) Baseline consultations to inform stakeholders and get their initial inputs/ongoing consultation (SEP Activities)
Organize initial community and stakeholder consultations to collect baseline information and early inputs, prioritizing inclusion of women and marginalized groups.

Activity 5.1.4) Communication strategy; M & E framework and tools; etc. – Development in Q1 and Q2; implementation through the project's duration (SEP Activities)
Develop and roll out key project instruments such as the M&E framework, communication strategy, and stakeholder feedback tools, ensuring gender and social inclusion components are integrated.

Activity 5.1.5) Track project results and monitor risks: Regular production and dissemination of project reports, including technical reports, lessons learning and supervisory missions
Establish regular reporting routines, including the generation of technical documents, monitoring missions, and lessons learned reports, with attention to gender-disaggregated data and risks.

Activity 5.1.6) Annual preparation of the Project Implementation Report (PIR), including any translation and data collection associated with the activity
Produce and submit the PIR, incorporating progress against gender indicators and inclusive feedback gathered throughout the year.

Activity 5.1.7) Measure project results in the PAs: Application of the METT tool at mid-term and final evaluations
Apply the METT tool in mid-term and final evaluations to assess management effectiveness in protected areas, including gender-specific indicators where relevant.

Activity 5.1.8) Monitor Environmental and Social Management Plans (ESMP), Gender Action Plan, the Stakeholder Engagement Plan, and the Grievance Redress Mechanism (SEP Activities)
Track and report on the implementation of key safeguards and management plans, with specific attention to gender outcomes, stakeholder engagement quality, and grievance resolution mechanisms.

Activity 5.1.9) Through committee and project board meetings, implement key SEP Activities: Monitoring Evaluation, Accountability, Learning Mechanisms (SEP Activities)
Ensure that governance bodies provide oversight on M&E processes, foster accountability, and support adaptive learning—while promoting gender balance in participation and decision-making.

Activity 5.1.10) Project closure Workshop (SEP Activity)
Organize a final workshop to present results, collect reflections, and celebrate project achievements with stakeholders, ensuring gender-equitable representation and inclusion in outcome review.

M&E Output 5.2) The GEF Child Project is evaluated in accordance with UNDP and GEF requirements, and aligned with the standards and learning objectives of the Global Wildlife Program (GWP).

This output ensures that the project undergoes rigorous independent evaluations at key stages—mid-term and completion—following UNDP and GEF policies, as well as the learning priorities of the Global Wildlife Program (GWP). These evaluations will assess the project's effectiveness, efficiency, sustainability, gender responsiveness, and contribution to global biodiversity goals. At mid-term, a comprehensive Mid-Term Review (MTR) will be conducted, including specific questions aligned with GWP priorities and UNDP's Social and Environmental Standards. Based on the MTR findings, a Management Response will be developed, and strategic adjustments will be applied to enhance project performance and impact.

At the end of the project, a Terminal Evaluation (TE) will be carried out to assess the overall results and legacy of the intervention. Both evaluations will incorporate feedback from diverse stakeholders and analyze gender outcomes, inclusive governance, and lessons learned, contributing to adaptive management and global learning under the GWP platform.

The following activities will be implemented:

Activity 5.2.1) Mid-Term Review (MTR) – corresponding to "Evaluation (SEP Activities)", including specific questions related to the Global Wildlife Program (GWP)
This activity involves the design and implementation of the Mid-Term Review (MTR), in alignment with UNDP and GEF requirements. The review will include a dedicated set of evaluation questions addressing the project's participation in the Global Wildlife Program (GWP), including aspects such as additionality, added value, and tangible benefits from knowledge exchange and coordination under the GWP platform. The process will be coordinated with the GWP Coordination Team, the Project Management Unit (PMU), UNDP Country Office, and external evaluation consultants to ensure methodological consistency and contribute to program-level learning and reporting.

Activity 5.2.2) Review and make course corrections: MTR Management Response prepared and adjustments to the project strategy applied
Following the completion of the Mid-Term Review (MTR), this activity involves the preparation of a formal Management Response to address the key findings and recommendations. The response will outline actions to strengthen project performance, ensure alignment with the original objectives, and address any emerging challenges or risks. Based on this response, necessary adjustments to the project's strategy, implementation modalities, or resource allocations will be applied to enhance effectiveness, gender responsiveness, and alignment with Global Wildlife Program (GWP) priorities.

Activity 5.2.3) Terminal Evaluation (TE) – corresponding to "Evaluation (SEP Activities)", including specific questions related to the Global Wildlife Program (GWP)
This activity entails the design and implementation of the Terminal Evaluation (TE) in line with UNDP and GEF standards. The evaluation will explicitly include a section dedicated to assessing the project's engagement with the Global Wildlife Program (GWP), focusing on additionality, added value, and the concrete benefits generated through participation in the GWP platform, including knowledge exchange, collaboration, and visibility. The evaluation will be conducted in close coordination with the GWP Coordination Team, the Project Management Unit (PMU), UNDP Country Office, and external evaluation consultants to ensure methodological alignment, knowledge capture, and integration into program-wide learning and reporting mechanisms.

All review and evaluative exercises will include gender-specific results and progress in the implementation of the Gender Action Plan.

Partnerships

Coordination with Ongoing Initiatives and Projects, including potential for co-financing or joint programming

The table below summarizes various ecosystem restoration projects by different donors in Mozambique.

Table 2. Related projects and initiatives (past and present), coordination of activities, lessons learnt

Initiative	***Duration***	***Coordination***
Ongoing		
UNDP-GEF 6: Strengthening the conservation of globally threatened species in Mozambique. GEF ID: 9158|PIMS: 5474 GEF Funding Amount: 15,750,000	2017 – 2021 (delayed because of Covid and expected to end in 2025)	The project aimed to strengthening the conservation of globally threatened species in Mozambique through implementation of the Conservation Areas Act – improving biodiversity enforcement and expanding protected areas through community conservancies and targeted rural development action. *Relevance, Collaboration and Synergies:* GEF-6 laid the foundation for implementing community conservancies across the Gorongosa Marromeu Landscape (GML) and the Rovuma-Lugenda Landscape (RRL), empowering local communities to lead and actively participate in the implementation of the National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking. The TRANSFORM project will build on this foundation to scale up and expand interventions across both landscapes, integrating a territorial planning approach to ensure connectivity across all critical ecosystems within the GML and RRL).
The World Bank - MZ Zambezia Emissions Reductions Payment. Investment Amount: USD 50 million	2020 - Ongoing	To achieve payments for measured, reported and verified emission reductions (ER) from reduced deforestation (ER payments) in the area of the Zambezia Integrated Landscape Management Program (the Program), and distribute ER payments in accordance with an agreed-upon benefit sharing plan. *Relevance, Collaboration and Synergies:* The Zambézia Integrated Landscape Management Program established a framework for a jurisdictional REDD+ benefit-sharing mechanism aimed at promoting sustainable forest management, reducing deforestation in Zambézia Province, and improving rural livelihoods. The TRANSFORM project stands to benefit from this mechanism, which outlines the allocation, administration, and distribution of Emission Reduction (ER) payments to support activities that address the drivers of deforestation.
The World Bank - Northern Mozambique Rural Resilience Project Investment Amount: USD 150,000,000	2021 - Ongoing	The project aims at improving access to livelihoods opportunities for vulnerable communities and management of natural resources in selected rural areas of Northern Mozambique. *Relevance, Collaboration and Synergies:* The project has made notable progress in both the Chipanje Chetu Community Conservation Area (CCA) and the L4 East Block within

Initiative	*Duration*	*Coordination*
		the Niassa Special Reserve. In both areas, legally recognized community entities with functional leadership and governance systems have been established. Concession agreements between local communities and private sector partners have been formalized and aligned with legal requirements. Community capacities in governance, management, and contract implementation have been strengthened, and clear communication channels between communities and the private sector are in place. Income-generating activities linked to existing livelihoods have also been initiated, supporting both conservation and local development goals. TRASNFORM Project could support additional intervention thought the livelihood grants to implement income generation activities targeting vulnerable groups such as women and youth in the Chiapanje Chetu Community conservancy.
AFD - Protected Areas and Elephant Protection in Mozambique Investment Amount: EUR 6,000,000	2016 - Ongoing	The project aims to strengthen the management of protected areas and the conservation of large fauna—particularly elephants—by enhancing anti-poaching efforts in Niassa Special Reserve and Limpopo National Park, supporting ANAC's conservation activities, and operationalizing the BIOFUND trust fund to ensure sustainable financing for protected areas. *Relevance, Collaboration and Synergies:* There is strong potential for cross-learning between the APPEM and TRANSFORM projects, particularly in enhancing the effectiveness of law enforcement and anti-poaching efforts within the Niassa Special Reserve (NSR). Additionally, the TRANSFORM project can build on the existing community engagement and governance structures previously established in selected NSR communities.
SADC TFCA and GIZ - Strengthening law enforcement and human-wildlife conflict mitigation in Niassa Special Reserve. Implemented by: IUCN ESARO and WCS Grant Amount: EUR 200,000	2023 - Ongoing	The funding is supporting critical conservation efforts in the NSR including anti-poaching patrols and ranger welfare, alongside enhancing ranger responses to human-wildlife conflicts at the community level. *Relevance, Collaboration and Synergies:* The IUCN ESARO grant plays a vital role in strengthening law enforcement capacity to respond to human-wildlife conflict in the Niassa Special Reserve (NSR). The TRANSFORM project will benefit from these ongoing interventions by channeling additional funding and complementing existing activities across various communities within the reserve.
Sustainable Rural Economy Program (Phase 1) Investment Amount: USD 150,000,000	2021 - 2026	The project aimed at improving the performance of targeted small agriculture producers and AgriMSMEs, plus strengthening of natural resources management practices in selected project areas. *Relevance, Collaboration and Synergies:* The project enhances and reinforces the government's strategy to improve the socio-economic conditions of rural communities by focusing on short- and medium-term poverty reduction measures, with particular emphasis on women and youth in the Reduced Rift Landscape (RLL). This approach demonstrates the value of targeted livelihood support in vulnerable areas. The TRANSFORM project can build on

Initiative	*Duration*	*Coordination*
		these ongoing efforts by expanding the livelihoods grants model to reach more local communities. Supporting Community-Based Organizations (CBOs) and other identified economic initiatives provides a practical and scalable way to promote inclusive, community-driven development.
Past projects		
Mozambique Conservation Areas for Biodiversity and Development - Phase 2 Investment Amount: USD 45,000,000	2018 - 2024	The project aimed at increasing the effectiveness and management of the conservation areas and enhancing the living conditions of communities in and around the conservation areas. *Lessons learned:* MOZBIO 2 demonstrated that integrated and diverse community-focused interventions are effective in reaching a high number of beneficiaries. These activities included support for conservation-compatible businesses, savings and revolving credit groups, seasonal employment and jobs maintained through the BIO-Emergencies Fund, restoration initiatives, community land use planning, environmental and girls' clubs, scholarships, school rehabilitation, and the allocation of 20% of revenue from conservation areas to communities. The Marromeu Landscape emerged as a positive outlier, contributing with 74% of the overall beneficiary results. This underscores the importance of well-targeted and coordinated efforts within a specific landscape to maximize impact.
The World Bank - Dedicated Grant Mechanism for Local Communities Investment Amount: USD 4,500,000	2018 - 2023	The project aimed at strengthening the capacity of target communities and community-based organizations to participate in integrated landscape management. *Lessons learned:* One of the key lessons from the DGM project is that strengthening the knowledge and understanding of Integrated Landscape Management (ILM) and sustainable Natural Resource Management (NRM) among communities and Community-Based Organizations (CBOs) is fundamental to promoting locally driven and sustainable land-use practices. When communities are equipped with the right information and skills, they are better positioned to make informed decisions about managing their natural resources. The project demonstrated that inclusive technical assistance models are essential for equitable implementation of CBNRM and ILM, ensuring participation of all community members. It also showed that linking ILM efforts to tangible livelihood improvements enhances community ownership and long-term sustainability.
Mozambique Forest Investment Project (REDD+ Initiative), primarily funded by the World Bank Investment Amount: USD 47,000,000	2017 - 2022	The project aimed at improving the practices and enabling environment for forest and land management in targeted landscapes. This funding supports Mozambique's efforts under the REDD+ (Reducing Emissions from Deforestation and Forest Degradation) initiative, aiming to enhance forest conservation, promote climate-smart agriculture, and develop sustainable supply chains for cash crops *Lessons learned:* The project made significant contributions to expanding the use of agroforestry systems in the Quirimbas National Park (QNP) region,

Initiative	*Duration*	*Coordination*
		promoting sustainable land use practices that support both conservation and livelihoods. It also introduced innovative approaches to improve the production and distribution of charcoal for domestic use, helping to reduce pressure on native forests. While these efforts advanced progress toward the project's original objectives, key gaps remain in strengthening the overall management of the QNP. In particular, critical components of the park's management tools—such as the full implementation of the Management Effectiveness Tracking Tool (METT)—have yet to be fully addressed. The METT includes 13 indicators that assess areas such as law enforcement, staff capacity, and monitoring and evaluation (M&E) systems, all of which are essential for ensuring long-term conservation effectiveness.
The World Bank - Moz Agriculture and Natural Resources Landscape Management Project Investment Amount: USD 40,000,000	2016 - 2023	The project aimed at integrating rural households into sustainable agriculture and forest-based value chains in the Project area *Lessons learned:* A key lesson from the SUSTENTA project is that promoting integrated landscape management—through secure land tenure regularization, restoration of critical habitats, and strengthened institutional capacity at community, district, and provincial levels—can significantly enhance sustainable land use planning and natural resource governance.
MZ - FCPF REDD+ READINESS PREPARATION SUPPORT Investment Amount: USD 3,600,000	2012 - 2018	The project aimed to contribute to the adoption of national REDD+ strategy and of the national legal and institutional framework for REDD+ *Lessons learned:* A key lesson from the implementation phase was the importance of strengthening technical and institutional capacity at both national and local levels to support the decentralization of REDD+ in Mozambique. The recruitment and deployment of qualified staff at multiple levels of government enabled more effective coordination and oversight. Additionally, targeted training programs delivered by MITADER (FNDS) on land titling and Geographic Information Systems (GIS) significantly enhanced technical expertise at the provincial and district levels. These efforts have contributed to building a more capable and responsive system for implementing current and future landscape and forest-related investment projects

Co-financing summary

Table 3: Co-Financing for the Project (updated)

Co-financing source	Co-financing type	Co-financing amount	Included in project results?	If yes, list the relevant outputs
Gorongosa Restoration Project (GRP)	In-Kind	131,900,000	No	C1, C2, C3, C4, PMC
Gorongosa Restoration Project (GRP)	Grant	13,100,000	No	C1, C2, C3, C4, PMC

Wildlife Conservation Society (WCS)	Grant	7,500,000	No	All components
Foundation for Biodiversity (BIOFUND)	Grant	13,200,000	No	C1 and C3
UNDP	Grant	89,720	Yes	PMC
UNDP	Grant	110,280	Yes	PMC
TOTAL		**165,900,000**		

Notes on Investment Mobilized

2) Gorongosa Restoration Project (GRP)

GRP reported on page 3 of their corrected letter of co-financing a total contribution of $13,100,000 in the form of grants. This amount represent the investment mobilized portion of GRP's total co-financing, which is spread across the components in the manner reported in the preceding pages of the mentioned letter. GRP's investment mobilized will cover the period 2025 through 2031 and will contribute to the following:

- Coordinating data exchanges and efforts with MAAP/ANAC, I.P.on the development of the centralized Joint Anti-Poaching;
- Coordination and Operational Centers (JAPCOCC);
- Human-wildlife-incident response units (HWIRU) within Gorongosa and serving its surroundings
- Enhancing the connectivity between important biodiversity source areas, such as between Gorongosa National Park core area and Gorongosa Mountain;
- Contributing to the development and adoption of spatial land use instruments towards Integrated Landscape Management Plans for conservation areas (Gorongosa National Park and surroundings more specifically);
- The adoption of security plans and standard operational procedures to combat wildlife crime and poaching;
- Adoption of new conservation-sector directives to combat illegal and unsustainable wildlife trade and protect wildlife species from overexploitation, including non-detrimental impact analysis;
- The operational management of the project.

2) Wildlife Conservation Society (WCS)

WCS has confirmed its co-financing contribution of USD 7.5 million in the form of grants to support the MOZ TRANSFORM project over the period 2025–2031. This investment will finance aligned activities in protected area management, policy development, community-based conservation, behavior change, monitoring, and project management within the project's targeted landscapes. The details of this contribution are in WCS' letter of co-financing.

3) The Foundation for Biodiversity Conservation (BIOFUND)

BIOFUND is a public interest entity that functions as Mozambique's national conservation independent trust fund. BIOFUND confirmed a co-financing contribution to the MOZ TRANSFORM project of USD 13.2 million for the period 2025–2028. This support, primarily sourced from aligned donor investments (including SIDA and the World Bank MozNorte Project) and BIOFUND's endowment, will finance operational and institutional support to protected areas and community conservation initiatives in key MOZ TRANSFORM landscapes—namely Lake Niassa, Chipanje Chetu, Niassa Reserve, the Luwiri and Chilueze Community Conservation Areas, Quirimbas National Park, and Marromeu Special Reserve.

While BIOFUND indicates in its co-financing letter that the contribution is provided as "grants and technical assistance," the breakdown presented on page 2 of the letter—and BIOFUND's core mandate as a conservation trust fund—strongly suggest that the vast majority of the contribution (estimated at 99%) is in the form of grants. For clarity and consistency, UNDP has categorized the full amount as 100% investment mobilized. This contribution directly supports protected areas within the project's target landscapes, with an estimated 80% allocated to Component 1 (Protected Area Management) and 20% to Component 4 (Knowledge, Capacity, and Partnerships).

4) United Nations Development Program (UNDP)

UNDP's letter of co-financing is for $200,000 and it indicates that its contribution will be mainly in the form of support through specific (execution) services provided by the UNDP CO, upon request from the implementing partner, as well as acquisition of diverse furniture and equipment. The latter part is what constitutes investment mobilized and currently represents $89,720.

The corresponding budget note for this amount mentions: "At least one all terrain vehicle for supporting project implementation. Other items include furniture and IT equipment for the project team may also be purchased according to needs."

Table 4: Summary of GEF funds and co-financing per component

Project Components	***GEF Project Financing***	***Co-financing***
Component 1) Management of Conservation Area Networks	4,702,500	47,560,000
Component 2) Strengthening of Policy and Regulatory Frameworks.	1,053,000	15,000,000
Component 3) Generation of socio-economic benefits from responsible management of wildlife populations	5,619,000	58,500,000
Component 4) Knowledge Exchange and Coordination	2,722,514	15,640,000
Monitoring and Evaluation	296,330	500,000
Subtotal	**14,393,344**	**137,200,000**
Project Management Cost (PMC)	719,500	28,700,000
Total Project Cost	**15,112,844**	**165,900,000**

Other topics concerning 'Results and Partnerships'

Table 5. Relevant topic, explanation and cross-references

Relevant topics for this section	***Brief descriptive content and cross-references***
Agreement on intellectual property rights and use of the 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. Information will be disclosed

Relevant topics for this section	*Brief descriptive content and cross-references*
	per relevant policies, notably the UNDP Disclosure Policy[15] and the GEF policy on public involvement[16]. Concerning disclosure of information, refer to Stakeholder Engagement Mechanism - SESP
Resources required to achieve the expected result	Refer to the cover page for an overview. Refer to Section X (Total Budget and Workplan) for the overview of resources managed by UNDP through the NIM modality. Refer to previous section: Co-financing summary and to co-financing letters. The project's baseline finance is listed in section: Coordination with Ongoing Initiatives and Projects, including potential for co-financing or joint programming.
Risks and Assumptions	Refer to the Theory of Change (TOC) for the four key TOC assumptions. Refer to the Project Results Framework for how assumptions relate to the project's outcomes and indicators framework. Refer to Annex 6: UNDP Risk Register for a complete reference on project risks. For the project's social and environmental risks, refer to Annex 5: UNDP Social and Environmental Screening Procedure (SESP)
Stakeholder engagement	In the project's justification section, refer to section Approach to stakeholders, women, communities and private sector entities included. For full content, refer to **Error! Reference source not found.**. Specifically on **private sector players**, refer to Other players, including a specific approach to private sector engagement. In Annex 8, there are entire sections dedicated to this specific segment of stakeholders.
Gender equality and Women's Empowerment	Refer to summary content in section: Brief Gender Analysis: National, Provincial and Site level. For full content, refer to **Error! Reference source not found.**.
South-South and Triangular Cooperation (SSC/TrC)	South-South and Triangular Cooperation will be promoted through the exchange of experiences, knowledge, and innovative solutions in biodiversity management, wildlife-based economies, and community conservation with other African countries and members of the Global Wildlife Program (GWP). Priority will be given to bilateral or trilateral "twinning exchanges" with similar

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

Relevant topics for this section	*Brief descriptive content and cross-references*
	GEF projects in Africa and Asia, facilitating joint learning on participatory governance models, digital solutions for environmental crime control, and integrated landscape approaches. These actions will be coordinated with the GWP team and supported by activities under Outcome 4, Output 4.6. See also: Output 4.6 of this document.
Knowledge	TRANSFORM will adopt a systematic approach to knowledge generation, exchange, and application to strengthen adaptive project management and scale up best practices. Community Learning Centers will be established in both landscapes to support training in conservation, sustainable livelihoods, and human-wildlife coexistence. In addition, lessons learned will be systematized and disseminated nationally and internationally through the GWP platform, participation in global conferences, and the development of inclusive educational content. Evidence generation will be linked to national universities (e.g., UEM, UniLúrio) and research centers. See Outputs 4.1, 4.2, 4.3, and 4.6. of this document.
Innovativeness, Sustainability and Potential for Scaling Up	The project stands out for its innovative character by combining integrated territorial approaches, biodiversity-based economies, and digital solutions applied to conservation. The implementation of Human-Wildlife Incident Response Units (HWIRUs), Joint Anti-Poaching Coordination and Operational Centers (JAPCOCCs), and gender-responsive competitive grant mechanisms represent models that can be replicated at national and regional levels. Sustainability will be ensured through financial mechanisms such as BIOFUND, institutional strengthening, and community ownership. Successful interventions will be documented for replication in other critical areas of the country. See Outputs 1.1, 1.3, 3.1, 4.4 and the Sustainability Strategy section of this document.
Digital Solutions	Digital solutions will be integrated across different levels of the project to enhance the effectiveness of monitoring, spatial planning, and the fight against environmental crime. These include interoperable surveillance systems, geospatial incident databases, digital platforms for animal health monitoring (One Health), hunting quota management systems, and community monitoring dashboards. These tools will be designed with an inclusive approach, taking into account accessibility and local capacities, and will be aligned with national standards. See Outputs 1.2, 1.3, 1.6, 3.3, and 4.2. of this document.

V. PROJECT MANAGEMENT

Project management / Project areas (sites)

The TRANSFORM project will be implemented under the **Assisted National Implementation Modality (NIM)**, with the Ministry of Agriculture, Environment and Fisheries (MAAP) acting as the Implementing Partner, and the National Administration for Conservation Areas (ANAC, I.P.) serving as the lead executing entity. UNDP will provide implementation support services as per a signed Letter of Agreement (LOA), in line with the NIM modality.

At the national level, a **Project Management Unit (PMU)** will be established within MAAP/ANAC, I.P. to oversee day-to-day project operations, coordinate implementing partners, ensure compliance with UNDP and GEF policies, and manage procurement, financial reporting, and M&E functions. The PMU will be composed of a National Project Coordinator, Landscape Coordinators, Financial and Procurement Officers, M&E and Safeguards Specialists, and Gender and Stakeholder Engagement focal points. The PMU will also coordinate the integration of digital tools, ensure the application of safeguards, and support knowledge management and South-South cooperation activities.

The project will be implemented in two ecologically critical and socioeconomically diverse conservation landscapes:

1. **Gorongosa–Marromeu Landscape (GML):**
   Covering over 6.3 million hectares across Sofala and Zambézia provinces, GML includes Gorongosa National Park (GNP), Marromeu Special Reserve (MNR), Coutadas 10, 11, 12, 14, and 15, Derre Forest Reserve, and several Community Conservation Areas (CCAs), such as Cheringoma and Bebedo. Project interventions in this landscape will focus on restoring ecological corridors (e.g., Gorongosa–Marromeu corridor), improving surveillance and law enforcement (via JAPCOCCs and HWIRUs), and promoting sustainable livelihoods through the TRANSFORM Challenge Grant and community-based eco-tourism.
2. **Rovuma–Lugenda Landscape (RLL):**
   Spanning over 20 million hectares in Niassa and Cabo Delgado provinces, this landscape includes Niassa Special Reserve (NSR), Quirimbas National Park (QNP), multiple coutadas (e.g., Lureco, Nungo, Marangira), and the Chipanje Chetu CCA. Key interventions will include the creation of community-based veterinary services under a One Health approach, improved anti-poaching operations, support to community conservancies, and implementation of integrated land-use planning processes.

In both landscapes, the project will work in close coordination with existing conservation partners—including the Gorongosa Restoration Project (GRP), Wildlife Conservation Society (WCS), and Frankfurt Zoological Society (FZS)—as well as with provincial and district governments, local communities, and private sector stakeholders (e.g., safari operators, forestry concessions).

Field-based implementation will be supported by **decentralized project teams** located in each landscape, working closely with the central PMU. Each landscape team will be responsible for supporting local coordination, community engagement, activity monitoring, and liaising with district-level authorities and NGOs. Special emphasis will be placed on inclusive governance, gender equality, and the integration of digital and data systems to monitor wildlife, law enforcement, and socio-economic progress.

Cost Efficiency and Effectiveness

The design of the TRANSFORM project prioritizes cost efficiency and effectiveness through the rational use of resources, multisectoral coordination, and the leveraging of synergies with existing interventions. The landscape-based approach allows for the simultaneous addressing of environmental, social, and economic challenges, avoiding fragmented efforts and reducing transaction costs. Project implementation is built upon existing governance

structures such as the National Administration for Conservation Areas (ANAC, I.P,) and established co-management partners (GRP, WCS, FZS), thus reducing the need to create new institutional frameworks. Additionally, existing financial mechanisms such as the Village Savings and Loan Associations (VSLAs) can be utilized to channel resources transparently and efficiently to priority areas.

The application of competitive grant mechanisms (e.g. Challenge Grants and Mini Grants scheme) enables targeted and results-based resource allocation, reducing inefficiencies and promoting local empowerment. These grants will be managed by entities with proven fiduciary experience, ensuring traceability, monitoring, and compliance with environmental and social safeguards. Investment in digital solutions—such as interoperable monitoring systems, real-time data platforms, and spatial planning tools—will enhance decision-making, reduce operational costs, and increase the effectiveness of field interventions, particularly in remote landscapes such as Niassa and Marromeu.

The project also leverages high-value co-financing from partners such as GRP, FZS, and WCS, in addition to complementary initiatives from the World Bank, AFD, and regional SADC programs. This strategic alignment reduces duplication of efforts and maximizes the overall return on project investment. This is detailed in the section: *Coordination with Ongoing Initiatives and Projects, including potential for co-financing or joint programming*.

VI. PROJECT RESULTS FRAMEWORK

Contribution to the Sustainable Development Goal (s): list relevant SDG(s) SDG 1 No Poverty; SDG 2 Zero Hunger; SDG 5 Gender Eq; SDG 10 Reduced inequalities; SDG 15 Life on Land; SDG 17 Partnerships for the goals
Intended Outcome as stated in the UNSDCF/UNDP Program Results and Resource Framework: Strategic Priority 3 of the United Nations Framework for Cooperation on Sustainable Development in Mozambique (UNFCSD 2022-26), Strengthening climate resilience and the sustainable use of natural resources.
Applicable Output(s) from the UNDP Strategic Plan: Priority 3 of the UNDP Country Program Document (CPD 2022-26): Outcome 3.1 Climate resilience and sustainable use of natural resources
[*] Gender responsive indicators and targets: Refer to Annex 10 Gender Action Plan

Project title and Quantum Project Number: Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)
GEF Project ID: 11150
Type of Project Full-sized Child Project
GEF Agency Project ID: 6699

Results Framework elements	Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
Child Project Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through transformative approaches.	**Child Project Indicator 1) Mandatory GEF Core Indicator 11:** Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	Consultations with Stakeholders during PPG Project progress reports. Stakeholder Database	Stakeholders confirmed during PPG phase and initially engaged (see PPG report D2)	80,000 women and 80,000 men	500,000 of which 50% women	PMU and M&E	See SESP table in Annex F for main social and environmental high-level Risks: •Restricted access to land and natural resources (economic displacement). •Risks to biodiversity •Gender discrimination • Security risks Assumptions linked to SES: Strong adherence to SES standards and norms Plus: Program-level Assumption 8: Significant investment flow into wildlife areas enabling growth of jobs and businesses in and beyond the wildlife economy For indicator 4: Resources and capacity will be allocated to the management and patrolling units in the corridors, increasing the
	Child Project Indicator 2) Mandatory GEF Core Indicator 1: Terrestrial protected areas created or under improved management for conservation and sustainable use (Hectares)	Core Indicator Sheet GIS data associated with the project	0	Approx. 2 million ha of PAs where activities are taking place	3,575,748 ha of PAs	PMU and M&E	
	Child Project Indicator 3) Mandatory GEF Core Indicator 3: Area of land restored (hectares)	[as above]	0	Approx. 15,000 ha of land restored	42,000 ha	PMU and M&E	
	Child Project Indicator 4) Mandatory GEF Core Indicator 4 Area of landscapes under improved practices (excluding protected areas) (Hectares)	[as above]	0	Approx. 2.3 million ha of landscapes where activities are taking place	4,420,215 ha	PMU and M&E	
	Child Project Indicator 5) Mandatory GEF Core Indicator 6 Greenhouse Gas Emissions Mitigated (metric tons of CO2e)	Core Indicator Sheet Application of FAO Exact	0	Projections for AFOLU carbon refined and target adjusted, ensuring that landscapes targeted are being managed in	11,689,295 metric tons of CO_2e	PMU and M&E	

Results Framework elements	Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
				the long-term for carbon.			capacity to sustain anti-poaching efforts, and maintain current efforts reported for elephants, which is reported to be zero poaching for Gorongosa National Park and Niassa Reserve <u>For indicator 5:</u> **Risk:** Human Population and wildlife population growth could increase conflicts, risking these targets to be reached. **Assumption:** Capacity building, land use planning and improved collaboration can trigger behavior change leading to reduction of incidents. Therefore, the first two years of the project target shall be similar to the baseline
	<u>Child Project Indicator 6)</u> **GWP program indicator required for national projects # 1.3.1** Extent of (i) poaching or other illegal killing of wildlife at project sites Number of reported poaching incidents per year by key conservation area in the landscape **Gorongosa-Marromeu Landscape** (a) Gorongosa National Park (b) Coutada 12 (c) Coutada 11 (d) Marromeu Reserve **Rovuma-Lugenda Landscape** (e) Marrupa-Mecula corridor	ANAC, I.P.,GRP, WCS, FZS *<u>Note on data (April 2025):</u> While data on poaching incidents per year exists for all the project sites cited here (a, b and c), it has not yet been fully consolidated or standardized. As such, the baseline cannot currently be expressed as a precise number of incidents, except for site (a). However, available evidence confirms the presence of significant poaching activity in the landscape, justifying the use of an indexed baseline (set at 100) until further analysis allows for a more accurate numerical estimate.*	(a) 60 incidents in 2024 in Gorongosa National Park (b) through (e) For all other sites, a baseline number of incidents shall be defined in the first year of the project	(a) through (e) At least no increase on average number of incidents (when compared to the baseline of each site listed	(a) through (e) A reduction of at least 15% of total number of annual incidents vis-a-vis the baseline (for all sites)	Methodologies will be fully developed and consolidated by MAAP/ANAC, I.P.and partners during inception.	
	<u>Child Project Indicator 7)</u> **GWP program indicator required for national projects #** 1.5.1 (i) Number of reported human-wildlife conflict incidences	[as above]	For the first year of the project, each site shall establish a baseline number of HWC incidents for its specific area. This number will be considered a reference number to monitor progress over the indicator	At least no increase in number of incidents of HWC (when compared to the baseline of each site listed in a) to e)	At least a reduction on 10% HWC incidents when compared to the baseline	[Same as above]	
	<u>Child Project Indicator 8)</u> Results from METT application for core areas (a) Gorongosa National Park (b) Reserva Especial do Niassa	METT files for baseline: Annex_5_METTS_ partner completed.zip (in UNDP's possession)	Most recent results from METT application in for PAs: (a) 75.5/102 or 73% (in 2022, applied by PA managers)	Targets for METT by mid-term: (a) ~ 80% (b) at least 60	Targets for METT by project end: (a) > 80% (b) at least 65	PMU	

Results Framework elements	Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	(c) Reserva Nacional de Marromeu (d) Quirimbas National Park		(b) 53 (in 2023, applied by PA managers) (c) 43 (in 2023, applied by PA managers and PPG team) (d) 43 (in 2025, applied by PA managers and PPG team)	(c) at least 50 (d) at least 45	(c) at least 55 (d) at least 50		
Project component 1	**Component 1) Management of Conservation Area Networks**						
Child Project Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.	**Child Project Indicator 9)** **GWP program indicator required for national projects # 1.3.1** Extent of (ii) anti-poaching measures or capabilities in place at project sites Level of functionality of JAPCOCC or similar mechanism supported by the project, measures by each JAPCOCC's benchmarking **Gender-responsive indicator [*]:** Percentage of women in operational and leadership positions within JAPCOCC.	Project progress and reports from conservation partners	(a) National level APCOOC is not functional not joint with other similar mechanisms (b) "Law Enforcement Department" or "Special Unit" in Gorongosa National Park functional but not integrated with other similar mechanisms (2025) (c) JAPCOCC in Niassa Reserve with no functional response team (2025)	(7a) National level JAPCOOC is established and minimally functional (7b) "Law Enforcement Department" or "Special Unit" in Gorongosa National Park is integrated with other similar mechanisms (7c) JAPCOCC in Niassa Reserve with established and functional, patrolling on a regular basis	(7a – 7c) All JAPCOCCs across the country are fully functional and integrated, supplying data to central level databases, allowing an improved patrolling on the ground and high-level surveillance of wildlife incidents **Gender-responsive M&E target(s) [*]:** Achieve a minimum of 40% female representation.	PMU & M&E	[TOC assumptions linked to Component 1]: 1) Integrated and holistic management of ecological landscapes will be supported by coherent institutional mechanisms and effective implementation capacity. 2) Wildlife moves beyond conservation areas, and coexistence is possible through land-use plans that prevent conflicts and maintain genetically viable populations.

Results Framework elements	Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	Child Project Indicator 10) Level of functionality of Human-Wildlife Incident Response Units (HWIRU) in targeted locations: (a) Communities in the Gorongosa-Coutada 12-Coutada 11, 10, 14 (GML) (b) Communities currently supported by WCS, which lie between Hunting blocks L4 and L7, in the main road to Mecula district (RLL) (c) Communities in Chipanje Chetu Community Conservation Area (CCA), Hunting Block L8, L9 **Gender-responsive indicator [*]:** Number of women selected as community wildlife guardians.	Project progress and reports from conservation partners	Precise baseline data not available (requires compilation by conservation partners), but indexed to 1.00 for the purposes of quantifying this indicator (a) 1.00 (b) 1.00 (c) 1.00	Indexed reductions vis-à-vis the baseline: (a) down to ~0.60 (-40%) (b) reduced to ~0.80 (-20%)	Indexed reductions vis-à-vis the baseline: (a) down to ~0.30 (-70%) (b) reduced to ~0.05 (-50%) Reducing thereby the impacts of human-wildlife conflicts, as measured at the level of targeted communities. **Gender-responsive M&E target(s) [*]:**At least 30% of the total selected individuals.	PMU & M&E	3) The incorporation of digital governance and geospatial data tools will enhance law enforcement and intelligence to cover vast areas and detect illegal wildlife trade. 5) The security and humanitarian situation within RLL affecting Cabo Delgado and Niassa provinces will not hinder the conduct of project activities in selected project sites. Risks: That the above TOC assumptions would not realize (refer to Risk table)
	Child Project Indicator 11) Number of hectares of ecological connectivity corridors restored or enhanced (ha)	Core Indicator Sheet GIS data associated with the project	Approx. 70,000 ha are slated to function as ecological corridor in GML, but with no active management	Approx. 150,000 ha of ecological corridors being managed as a result of the project in both landscapes.	At least 150,000 ha ecological corridors are actively managed in both landscapes with key biodiversity metrics (tbd) showing positive trends after 7 years.	PMU & M&E	
Outputs to achieve Outcome 1	Output 1.1) Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) are established and operational, with gender-sensitive security plans in place Output 1.2) Decentralized APCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols. Output 1.3) Human-Wildlife Incident Response Units (HWIRU), including both male and female community wildlife guardians, are equipped with smart technologies to collect and document incidents. Output 1.4) Strategically located veterinary and translocation service centers are established in the landscapes and linked to HWIRU Output 1.5) The connectivity between important biodiversity source areas is enhanced Output 1.6) New conservation-sector directives, support systems and administrative procedures to combat illegal and unsustainable wildlife trade will be developed and applied through a gender responsive approach						
Project component 2	**Component 2) Strengthening of Policy and Regulatory Frameworks.**						
Child Project Outcome 2) Strengthen policies, planning and collaboration to combat wildlife trade	**Child Project Indicator 12)** Number of Integrated Use Plan & Management Plans developed and/or updated for the benefit of biodiversity in the GML	Project reports Integrated land use plan and management plans Boletim da República	0	1	At least 3 **Gender-responsive M&E target(s) [*]:** At least 50% female participation in consultation process	PMU & M&E	[TOC assumptions linked to Component 2]: 1) Integrated and holistic management of ecological landscapes will be

Results Framework elements	Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
and promote sustainable biodiversity economies	**Gender-responsive indicator [*]:** Percentage of women participating in consultation processes.						supported by coherent institutional mechanisms and effective implementation capacity. 2) Wildlife moves beyond conservation areas, and coexistence is possible through land-use plans that prevent conflicts and maintain genetically viable populations. 3) The incorporation of digital governance and geospatial data tools will enhance law enforcement and intelligence to cover vast areas and detect illegal wildlife trade. Risks: That the above TOC assumptions would not realize (refer to Risk table)
	Child Project Indicator 13) Number of relevant policies relating to management of wildlife in Mozambique prepared with project support and submitted for government approval after a fully consultative process **Gender-responsive indicator [*]:** Percentage of women participating in PA council meetings	Policy proposals submitted for approval + Stakeholder Database	0	1	2 **Gender-responsive M&E target(s) [*]:** Minimum 40% female participation per meeting.	PMU & M&E	
Outputs to achieve Outcome 2	Output 2.1) Spatial planning and land use instruments, such as Integrated Landscape & Land Use Management Plans (ILUMPs) are developed and/or updated for the benefit of biodiversity covering specific areas through viable and binding and gender responsive management plans. Output 2.2) Developed and/or revised security plans and standard operational procedures to combat wildlife crime and illegal wildlife trade through a gender sensitive approach Output 2.3) New National Strategy for Human-Wildlife Coexistence incorporating principles of shared risk management, adopting a gender and socially inclusive approach Output 2.4) National Wildlife-based Economy Strategy and respective legislation to enable wildlife economies, ensuring a gender and socially inclusive approach Output 2.5) Intersectoral collaboration is enhanced at the national level to support the fight against wildlife crime						
Project component 3	**Component 3) Generation of socio-economic benefits from responsible management of wildlife populations**						
Child Project Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach	**Child Project Indicator 14)** Number of beneficiary households within the landscapes that have benefitted from grant-making schemes under Component 3: The TRANSFORM Livelihoods Challenge Grant Facility and The Alternative and enhanced livelihoods eco jobs program	[same as above] + Stakeholder Database (comprehensive, geo-referenced, gender-sensitive and always up to date)	Baseline is 0 and precise targets disaggregated by gender and locality will be established as a result of the Process Framework and the development of the Comprehensive Stakeholder Database. For the purpose of measuring this	40%, of which at least 50% are women.	100% would be the maximum target to be established numerically during the inception. For specific locations, of which 50% will be women. **Gender-responsive M&E target(s) [*]:** At least 10 initiatives supported.	PMU & M&E	[TOC assumptions linked to Component 3]: 2) Wildlife moves beyond conservation areas, and coexistence is possible through land-use plans that prevent conflicts and maintain genetically viable populations.

Results Framework elements	Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	Gender-responsive indicator [*]: Number of women-led entrepreneurship initiatives supported.		indicator, the target has been indexed at 100%.				4) Wildlife-based economies foster community support by integrating sustainable livelihoods aligned with conservation objectives. 5) The security and humanitarian situation within RLL affecting Cabo Delgado and Niassa provinces will not hinder the conduct of project activities in selected project sites. Risks: That the above TOC assumptions would not realize (refer to Risk table)
	<u>Child Project Indicator 15)</u> Amounts USD equivalent (or in national currency deflated as applicable) disbursed through the project' grant-making schemes under Component 3 with minimal transaction costs: The TRANSFORM Livelihoods Challenge Grant Facility and The Alternative and enhanced livelihoods eco jobs program **Gender-responsive indicator [*]:** Number of VSLAs created with active female participation. % of women who gain personal income after training cycle.	[same as above] + Stakeholder Database (comprehensive, geo-referenced, gender-sensitive and always up to date)	Baseline is $0 (no disbursements). The project's first year will be preparatory vis-à-vis the grant-making scheme, with Process Framework, biodiversity plans and ESIA being conducted, among other relevant plans and activities.	By year 2, at least $600K has been disbursed to direct end-beneficiaries, 50% women, for the two envisaged grant-making modalities combined By year 2, at least $800K has been disbursed to direct end-beneficiaries, 50% women, for the two envisaged grant-making modalities combined	By year 2, at minimum of $4M has been disbursed to direct end-beneficiaries, 50% women, for the two envisaged grant-making modalities combined **Gender-responsive M&E target(s) [*]:** At least 10 VSLAs formed, with minimum 60% women. 50% of participating women report increased income in the first year.	PMU & M&E	
Outputs to achieve Outcome 3	Output 3.1) TRANSFORM Livelihoods Challenge Grant rolled out and supporting local communities through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes.- 50% of grants are slated to benefit women. Output 3.2) Alternative and enhanced livelihoods through gender responsive mini-grants for supporting the generation of economic benefits for women and men in local communities including through eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept Output 3.3) Established veterinary services combining the One-Health concept with behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures						
Project component 4	**Component 4) Knowledge Exchange and Coordination**						
Child Project Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.	**<u>Child Project Indicator 16)</u>** Outreach of gender inclusive campaigns, awareness raising and contents for formal education programs are delivered to residents of the target landscape, measured through the number of people engaged or reached through different methods of engagement and communication, gender disaggregated	Project M&E reports + Stakeholder Database (comprehensive, geo-referenced, gender-sensitive and always up to date)	Knowledge, Attitudes and Practices (KAP surveys) not designed or applied	KAP survey results available and kept annually up to date to inform decision making and by fully considering men and women's differentiated perspectives	Final KAP survey by project end reveals the project's effectiveness in terms of outreach and behavioral change and social support for a thriving and sustainable wildlife economy that includes men and women **Gender-responsive M&E target(s) [*]:** At least 4 modules developed with	PMU & M&E	[TOC assumptions linked to Component 4]: 1) Integrated and holistic management of ecological landscapes will be supported by coherent institutional mechanisms and effective implementation capacity. 3) The incorporation of digital governance and geospatial data tools will enhance law enforcement

Results Framework elements	Objective and Outcome Indicators	Data Source	Baseline	Mid-term Target	End of Project Target	Data Collection Methods	Risks/Assumptions
	Gender-responsive indicator [*]: Number of training modules with gender-differentiated content.				a gender-differentiated focus		and intelligence to cover vast areas and detect illegal wildlife trade. 4) Wildlife-based economies foster community support by integrating sustainable livelihoods aligned with conservation objectives. 5) The security and humanitarian situation within RLL affecting Cabo Delgado and Niassa provinces will not hinder the conduct of project activities in selected project sites. Risks: That the above TOC assumptions would not realize (refer to Risk table)
Outputs to achieve Outcome 4	Output 4.1) Learning Centers established in the project landscapes, functioning as catalysts for the adoption of sustainable practices and behavioral change by communities, ensuring equitable access for women and men. Output 4.2) Partnerships with academic institutions and research centers for the scientific establishment of hunting quotas and wildlife monitoring systems Output 4.3) Inclusive campaigns, awareness raising and content for formal education programs are delivered to residents of the target landscape, with a gender-sensitive approach. Output 4.4) Behavioral change at the landscapes' local level Output 4.4) Addressing the project's socio-environmental risks, including assessments at local level, incorporation of the gender aspect and the engagement of stakeholders						
Project component 5	**Component 5) Monitoring and Evaluation (M&E)**						
Child Project Outcome 5) The GEF Child project is adequately monitored and evaluated.	**Child Project Indicator 17)** External mid-term evaluation reports available and contributing to institutional learning of both male and female stakeholders **Gender-responsive indicator [*]:** % of project content screened for gender-responsiveness	Project progress reports.	Zero	1	2 **Gender-responsive M&E target(s) [*]:** 100% of the project's relevant content is screened for gender-responsiveness and, whenever applicable, includes gender-relevant data	PMU & M&E	[all of the above]
Outputs to achieve Outcome 5	M&E Output 5.1) The GEF Child project is adequately monitored: Ensuring that the project implements its M&E plan and that the results are communicated through the Project Steering Committee, including the quarterly and annual reports (PIR), the MTR [mid-term review] and the TE [final evaluation] and ensure gender responsiveness M&E Output 5.2) The GEF Child project is evaluated according to UNDP and GEF rules						

VII. MONITORING AND EVALUATION (M&E) PLAN

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP (including guidance on GEF project revisions) and UNDP Evaluation Policy **The UNDP Country Office is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.**

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[17]. The M&E plan and budget included below will guide the GEF-specific M&E activities to be undertaken by this project.

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 – including during the Project Inception Workshop - and will be detailed in the Inception Report.

Minimum project monitoring and reporting requirements as required by the GEF:

Inception Workshop and Report: A project inception workshop will be held within 2 months from the First disbursement date, 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 (where relevant) 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. Finalize the TOR of the Project Board.
h. Formally launch the Project.

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. UNDP will undertake quality assurance of the PIR before submission to the GEF. The PIR submitted to the GEF will be shared with the Project Board. UNDP will conduct a quality review of the PIR, and this quality review and feedback will be used to inform the preparation of the subsequent annual PIR.

GEF Core Indicators:
The GEF Core indicators included as Annex 17 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 core indicators status. The updated monitoring data must be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent groundtruthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF. If relevant to the project: The required

[17] See https://www.thegef.org/projects-operations/policies-guidelines

Protected Area Management Effectiveness Tracking Tool (METTs) must be prepared and the scores included in the GEF Core Indicators.

Independent Mid-term Review (MTR):

An independent mid-term review (MTR) will be completed by the mid-point of the project. The terms of reference, the MTR process and the final MTR report will follow the standard templates and MTR guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center. The MTR must be submitted to the GEF by the mid-point of the project but no later than 48 months after CEO Endorsement. *Mid-point is determined by taking the expected ProDoc signature date plus number of months duration and finding the middle date. (For example, if a project has a 5-year duration, the MTR must be submitted 2.5 years after ProDoc signature.)* To meet the submission deadline, final MTR reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the submission deadline to allow sufficient time for internal review/clearance that is required prior to submission.

Provisions must be taken to complete and submit the MTR within the submission deadline. Therefore, the MTR process must start no later than 8 months before the expected date of submission of the MTR.

The MTR will be 'independent, impartial and rigorous'. The evaluator(s) that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be reviewed. Equally, the evaluators 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 MTR process. Additional quality assurance support is available from BPPS/NCE.

The final MTR report will be publicly available in English and will be posted on the UNDP ERC by the MTR submission date included on cover page of this project document. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's submission to the GEF.

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 TE guidance for UNDP-supported GEF-financed projects available on the UNDP Evaluation Resource Center. TE must be submitted to the GEF no later than 6 months after the Completion Date. This is a hard deadline that, if not met, can only be extended through a formal extension request. To meet the submission deadline, final TE reports must be completed and submitted to BPPS NCE team no later than 2 months in advance of the deadline to allow sufficient time for internal review/clearance that is required prior to submission.

Provisions must be taken to complete and submit the TE within the submission deadline. Therefore, TE must start no later than 8 months before the expected date of submission of the TE (or 11 months prior to the estimated operational closure date).

The evaluation will be 'independent, impartial and rigorous'. The evaluator(s) that UNDP will hire 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 evaluators 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 BPPS NCE.

The final TE report will be publicly available in English and posted on the UNDPHY ERC by the TE submission date included on cover page of this project document. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report submission to the GEF.

Per the GEF Terminal Evaluation requirements, for cancelled full-sized projects, Terminal Evaluations are required if the GEF grant expenditure exceeds more than US$ 2 million.

Final Report:
The project's final 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.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans**.**

Monitoring Plan: The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored by the Project Management Unit annually, and will be reported in the GEF PIR every year, and will be 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. Project risks, as outlined in the risk register, will be monitored quarterly.

Monitoring Activity

Track results progress	Results Monitoring	Indicators	Targets	Description of indicators and targets	Frequency	Responsible for data collection	Means of verification
1	Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through transformative approaches.	Child Project Indicator 1) Mandatory GEF Core Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	Mid-term target: 80,000 women and 80,000 men| End of project target: 500,000 of which 50% women	This indicator tracks the number of direct beneficiaries reached through project-supported interventions that contribute to improved wildlife management and livelihoods. The data will be disaggregated by gender to reflect GEF Core Indicator 11. Mid-term target: 160,000 people (80,000 women and 80,000 men). End-of-project target: 500,000 people, of which 50% women.	Annually (with mid-term and end-line disaggregation)	Project Management Unit (PMU), with support from implementing partners and field-based M&E officers	Beneficiary registration records, project activity reports, attendance lists, surveys and interviews, gender-disaggregated monitoring databases
2	Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through transformative approaches.	Child Project Indicator 2) Mandatory GEF Core Indicator 1 | Terrestrial protected areas created or under improved management for conservation and sustainable use (Hectares)	Mid-term target: Approx. 2 million ha of PAs where activities are taking place | End of project target: 3,575,748 ha of PAs	This indicator measures the total area (in hectares) of terrestrial protected areas (PAs) that are either newly created or under improved management as a result of project interventions aimed at conservation and sustainable use.	Annually; with comprehensive updates at mid-term and end of project	Project Management Unit (PMU) in coordination with ANAC, I.P. s management and project partners (GRP, WCS, FZS, BIOFUND)	Official PA maps, GIS shapefiles, area management plans, patrol reports, and project implementation records
3	Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through transformative approaches.	Child Project Indicator 3) Mandatory GEF Core Indicator 3 | Area of land restored (hectares)	Mid-term target: Approx. 15,000 ha of land restored | End of project target: 42,000 ha	This indicator measures the targeted area of cropland that can be potentially restored as a result of the project intervention, indicatively broken-down as follows: (i) GML area between new CCAs Muanza N and S = 9,000 ha; (ii) GML area between new CCAs Cheringoma and Muanza N = 3,000 ha; (iii) RLL S part of Marrupa-Mecula corridor = 30,000 ha.	Annually; with comprehensive updates at mid-term and end of project	Project Management Unit (PMU) in coordination with ANAC, I.P.'s management and project partners (GRP, WCS, FZS, BIOFUND)	Official PA maps, GIS shapefiles, area management plans, patrol reports, and project implementation records
4	Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through transformative approaches.	Child Project Indicator 4) Mandatory GEF Core Indicator 4 | Area of landscapes under improved practices (excluding protected areas) (Hectares)	Mid-term target: Approx. 2.3 million ha of landscapes where activities are taking place| End of project target: 4,420,215 ha	This indicator tracks the area (in hectares) of production and community landscapes (excluding protected areas) under improved sustainable land and resource management practices.	Annually; with updates at mid-term and end of project	PMU, with support from community institutions, district authorities, and technical field staff	Landscape management records, land-use planning documents, georeferenced monitoring data, training and activity reports

Track results progress	Results Monitoring	Indicators	Targets	Description of indicators and targets	Frequency	Responsible for data collection	Means of verification
5	Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through transformative approaches.	Child Project Indicator 5) Mandatory GEF Core Indicator 6 | Greenhouse Gas Emissions Mitigated (metric tons of CO2e)	Mid-term target: Projections for AFOLU carbon refined and target adjusted, ensuring that landscapes targeted are being managed in the long-term for carbon | End of project target: 11,689,295 metric tons of CO_2e	This indicator measures the amount of greenhouse gas (GHG) emissions (in metric tons of CO_2 equivalent) expected to be mitigated through improved land and natural resource management in targeted landscapes. Mid-term target: refinement of AFOLU carbon projections and adjusted estimates.	Mid-term and end of project	PMU with support from national experts, MAAP, ANAC, I.P.BIOFUND and conservation partners	Carbon accounting models, land use change data (GIS), technical reports, IPCC-compliant methodologies
6	Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through transformative approaches.	Child Project Indicator 6) GWP program indicator required for national projects # 1.3.1 Extent of (i) poaching or other illegal killing of wildlife at project sites | Number of reported poaching incidents per year by key conservation area in the landscape: Gorongosa-Marromeu Landscape; (a) Gorongosa National Park; (b) Coutada 12; (c) Coutada 11; (d) Marromeu Reserve Rovuma-Lugenda Landscape; (e) Marrupa-Mecula corridor	Mid-term target: (a) through (e) At least no increase on average number of incidents (when compared to the baseline of each site listed | End of project target: (a) through (e) A reduction of at least 15% of total number of annual incidents vis-a-vis the baseline (for all sites)	This indicator tracks the number of reported poaching or other illegal wildlife killings per year in five priority conservation areas.	Quarterly, with annual consolidation; mid-term and end of project	ANAC, I.P.; PMU, JAPCOCCs, protected area co-management partners (GRP, WCS, FZS)	Ranger patrol reports, incident databases, SMART monitoring system, wildlife crime logs
7	Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through transformative approaches.	Child Project Indicator 5) GWP program indicator required for national projects # 1.5.1 (i) Number of reported human-wildlife conflict incidences	Mid-term target: At least no increase in number of incidents of HWC (when compared to the baseline of each site listed in a) to e) | End of project target: At least a reduction on 10% HWC incidents when compared to the baseline	This indicator tracks the number of reported human-wildlife conflict (HWC) incidents at key project sites.	Quarterly, with annual consolidation; mid-term and end of project	PMU, ANAC, I.P., JAPCOCCs, local authorities, wildlife response units (HWIRUs)	HWC incident reports, community complaints registry, JAPCOCCs/park unit logs, local monitoring committees
8	Objective: Strengthen the integrated management of wildlife conservation and the improvement of livelihoods in the central and northern landscapes of Mozambique through	Child Project Indicator 6) Results from METT application for core areas: (a) Gorongosa National Park;. (b) Reserva Especial do Niassa.; (c) Reserva	Mid-term target: Targets for METT by mid-term: (a) ~ 80%, (b) at least 60, (c) at least 50, (d) at least 45| End of project target: Targets for METT by project end:(a) >	This indicator measures progress in management effectiveness of four core protected areas through the METT scoring tool.	At baseline, mid-term, and end of project	ANAC, I.P, PMU, PA co-management partners (GRP, WCS, FZS), with technical support from UNDP and BIOFUND, and reporting data to WDPA	Completed METT forms, METT assessment workshop reports, validation by independent reviewers or evaluators

Track results progress	Results Monitoring	Indicators	Targets	Description of indicators and targets	Frequency	Responsible for data collection	Means of verification
	transformative approaches.	Nacional de Marromeu; (d) Quirimbas National Park	80%, (b) at least 65, (c) at least 55, (d) at least 50				
9	Child Project Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.	Child Project Indicator 9) GWP program indicator required for national projects # 1.3.1 Extent of (ii) anti-poaching measures or capabilities in place at project sites | Level of functionality of JAPCOCC or similar mechanism supported by the project, measures by each JAPCOCC's benchmarking	Mid-term target: (9a) National level JAPCOOC is established and minimally functional, (9b) "Law Enforcement Department" or "Special Unit" in Gorongosa National Park is integrated with other similar mechanisms, (9c) JAPCOCC in Niassa Reserve with established and functional, patrolling on a regular basis | End of project target: (9a – 9c) All JAPCOCCs across the country are fully functional and integrated, supplying data to central level databases, allowing an improved patrolling on the ground and high-level surveillance of wildlife incidents	This indicator measures the operational status and integration of JAPCOCCs supported by the project. It considers staffing, infrastructure, patrol frequency, coordination with other enforcement units, and data use. It reflects the institutional capacity to enforce wildlife laws and combat environmental crime.	Semi-annually; mid-term and end of project	PMU, ANAC, I.P, co-management partners, JAPCOCC and HWIRUs technical leaders	Operational assessments, patrol schedules, staffing reports, functional checklists, integration logs with surveillance systems
10	Child Project Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.	Gender-responsive indicator [*]: Percentage of women in operational and leadership positions within JAPCOCC.	End of project target: Achieve a minimum of 40% female representation.	This indicator tracks the share of women in technical, operational, and leadership roles within JAPCOCCs. It monitors progress toward gender inclusion in enforcement structures and promotes equitable participation in conservation-related decision-making and operations.	Annually, with validation at project end	PMU, JAPCOCC administration, ANAC's gender focal point(s), JAPCOCC and HWIRUs technical leaders	Staffing rosters, HR records, sex-disaggregated reports, gender audit tools, supervision logs

Track results progress	Results Monitoring	Indicators	Targets	Description of indicators and targets	Frequency	Responsible for data collection	Means of verification
11	Child Project Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.	Child Project Indicator 10) Level of functionality of Human-Wildlife Incident Response Units (HWIRU) in targeted locations: (a) Communities in the Gorongosa-Coutada 12-Coutada 11, 10, 14 (GML); (b) Communities currently supported by WCS, which lie between Hunting blocks L4 and L7, in the main road to Mecula district (RLL); (c) Communities in Chipanje Chetu Community Conservation Area (CCA), Hunting Block L8, L9	Mid-term target: Indexed reductions vis-à-vis the baseline: (a) down to ~0.60 (-40%), (b) reduced to ~0.80 (-20%) | End of project target: Indexed reductions vis-à-vis the baseline: (a) down to ~0.30 (-70%), (b) reduced to ~0.05 (-50%). Reducing thereby the impacts of human-wildlife conflicts, as measured at the level of targeted communities.	This indicator assesses the operational effectiveness of Human-Wildlife Incident Response Units (HWIRUs) in communities across targeted landscapes. It reflects their ability to reduce human-wildlife conflict through timely responses and engagement with local populations. Indexed reductions from baseline serve as the primary measure.	Semi-annually; mid-term and end of project	PMU, ANAC, I.P.	Incident reports, response time records, community feedback tools, HWIRU performance logs, training reports
12	Child Project Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.	Geer-responsive indicator [*]: Number of women selected as community wildlife guardians.	End of project target: Gender-responsive M&E target(s) [*]:At least 30% of the total selected individuals.	This indicator tracks the number and percentage of women selected as community wildlife guardians. It reflects gender inclusion in field-level conservation structures and promotes equitable participation in community-based wildlife management.	Annually; validated at end of project	PMU, HWIRU focal points, ANAC, I.P.''s gender unit or focal point(s), community councils	Gender-disaggregated rosters, selection documents, supervision reports, deployment records
13	Child Project Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.	Child Project Indicator 11) Number of hectares of ecological connectivity corridors restored or enhanced (ha)	Mid-term target: Approx. 150,000 ha of ecological corridors being managed as a result of the project in both landscapes | End of project target: At least 150,000 ha ecological corridors are actively managed in both landscapes with key biodiversity metrics (tbd) showing positive trends after 7 years.	This indicator tracks the total number of hectares of ecological corridors that are restored or actively managed to enhance landscape connectivity for wildlife movement. It reflects the project's contribution to long-term ecosystem functionality by connecting protected areas and critical habitats. The indicator is linked to biodiversity monitoring and habitat quality assessments.	Annually; with mid-term and end of project assessments	PMU, ANAC, I.P.;, PA co-management partners (GRP, WCS, FZS), landscape restoration specialists	GIS maps, remote sensing imagery, field verification reports, ecological monitoring data, biodiversity trend reports
14	Child Project Outcome 2) Strengthen policies, planning and collaboration to combat wildlife trade and promote sustainable biodiversity economies	Child Project Indicator 12) Number of Integrated Use Plan & Management Plans developed and/or updated for the benefit	Mid-term target: 1 | End of project target: At least 3	This indicator measures the number of integrated land-use and biodiversity management plans developed or updated to guide conservation and sustainable use in the	Annually; validated mid-term and end of project	PMU, ANAC, I.P, district authorities, technical consultants	Approved plans, government records, technical reports, stakeholder validation workshop documents

Track results progress	Results Monitoring	Indicators	Targets	Description of indicators and targets	Frequency	Responsible for data collection	Means of verification
		of biodiversity in the GML		Gorongosa-Marromeu Landscape (GML). It reflects institutional planning efforts to align local development with biodiversity objectives.			
15	Child Project Outcome 2) Strengthen policies, planning and collaboration to combat wildlife trade and promote sustainable biodiversity economies	Gender-responsive indicator [*]: Percentage of women participating in consultation processes.	End of project target: At least 50% female participation in consultation process	This indicator tracks the proportion of women participating in public consultation processes related to planning and decision-making on biodiversity, land use and policy. It reflects inclusiveness and gender equity in participatory governance.	Per consultation process; tracked throughout project	PMU, ANAC, I.P's gender unit or focal point(s), local governments	Attendance lists disaggregated by gender, meeting minutes, consultation reports
16	Child Project Outcome 2) Strengthen policies, planning and collaboration to combat wildlife trade and promote sustainable biodiversity economies	Child Project Indicator 13) Number of relevant policies relating to management of wildlife in Mozambique prepared with project support and submitted for government approval after a fully consultative process	Mid-term target: 1 | End of project target: 2	This indicator tracks the number of wildlife-related policies in Mozambique that are drafted or revised with support from the project and submitted for formal government approval. It reflects policy-level influence and stakeholder engagement.	Annually; updated mid-term and end of project	PMU, ANAC, I.P, MAAP, legal consultants	Draft policy documents, consultation records, submission receipts, approval resolutions
17	Child Project Outcome 2) Strengthen policies, planning and collaboration to combat wildlife trade and promote sustainable biodiversity economies	Gender-responsive indicator [*]: Percentage of women participating in PA council meetings	End of project target: Minimum 40% female participation per meeting.	This indicator tracks the percentage of women participating in meetings of Protected Area (PA) councils. It monitors gender-balanced representation in conservation governance structures.	Per council meeting; reported annually	PMU, PA co-management partners, ANAC, I.P. gender unit or focal point(s)	Meeting attendance records, council rosters, minutes, gender audit reports
18	Child Project Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach	Child Project Indicator 14) Number of beneficiary households within the landscapes that have benefitted from grant-making schemes under Component 3: The TRANSFORM Livelihoods Challenge Grant Facility and The Alternative and enhanced livelihoods eco jobs program	Mid-term target: 40%, of which at least 50% are women| End of project target:100% would be the maximum target to be established numerically during the inception. For specific locations, of which 50% will be women.	This indicator tracks the number of households in target landscapes benefiting from grant-making schemes under Component 3. It reflects the project's reach in improving livelihoods through eco-jobs and sustainable nature-based enterprises. Disaggregation by gender is essential to ensure equitable impact.	Semi-annually; mid-term and end of project	PMU, PA co-management partners (especially those executing community grants), community-based organizations (CBOs) in project sites	Beneficiary registration lists, grant award records, household surveys, gender-disaggregated databases

Track results progress	Results Monitoring	Indicators	Targets	Description of indicators and targets	Frequency	Responsible for data collection	Means of verification
19	Child Project Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach	Gender-responsive indicator [*]: Number of women-led entrepreneurship initiatives supported.	End of project target: At least 10 initiatives supported.	This indicator measures the number of businesses or income-generating initiatives led by women and supported under Component 3. It reflects female economic empowerment through access to finance, training, and technical support.	Semi-annually; mid-term and end of project	PMU, PA co-management partners (especially those executing community grants), community-based organizations (CBOs) in project sites, plus gender focal points, grantee organizations	Project grant records, business plans, gender-tagged disbursement logs, monitoring reports
20	Child Project Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach	Child Project Indicator 15) Amounts USD equivalent (or in national currency deflated as applicable) disbursed through the project' grant-making schemes under Component 3 with minimal transaction costs: The TRANSFORM Livelihoods Challenge Grant Facility and The Alternative and enhanced livelihoods eco jobs program	Mid-term target: By year 2, at least $600K has been disbursed to direct end-beneficiaries, 50% women, for the two envisaged grant-making modalities combined. By year 2, at least $800K has been disbursed to direct end-beneficiaries, 50% women, for the two envisaged grant-making modalities combined | End of project target: By year 2, at minimum of $4M has been disbursed to direct end-beneficiaries, 50% women, for the two envisaged grant-making modalities combined	This indicator tracks the total amount of funds disbursed to final beneficiaries under the project's livelihood grant schemes, with attention to gender balance and efficient delivery. It ensures transparency and cost-effectiveness in grant management.	Quarterly financial reporting; validated annually	PMU, financial controller, external grant administrator	Disbursement ledgers, bank transfer records, grant agreements, audited financial statements
21	Child Project Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach	Gender-responsive indicator [*]: Number of VSLAs created with active female participation. % of women who gain personal income after training cycle.	End of project target: At least 10 VSLAs formed, with minimum 60% women. 50% of participating women report increased income in the first year.	This indicator tracks the number of Village Savings and Loan Associations (VSLAs) created with active participation of women, and the percentage of female members reporting income increase post-training. It reflects the success of group-based empowerment models.	Annually	PMU, local facilitators, VSLA mentors, women's associations	VSLA group formation logs, training attendance sheets, post-cycle surveys, income tracking tools
22	Child Project Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.	Child Project Indicator 16) Outreach of gender inclusive campaigns, awareness raising and contents for formal education programs are delivered to residents of the target landscape, measured through the	Mid-term target: KAP survey results available and kept annually up to date to inform decision making and by fully considering men and women's differentiated perspectives | End of project target: Final KAP	This indicator measures the extent of outreach efforts through gender-sensitive awareness campaigns and formal education content delivered to target communities. It tracks the number of individuals engaged or reached through diverse	Annually; KAP survey mid-term and end of project	PMU, communication and education partners, local CSOs, gender and outreach consultants	KAP survey reports, attendance and outreach records, media products, training and awareness session logs

Track results progress	Results Monitoring	Indicators	Targets	Description of indicators and targets	Frequency	Responsible for data collection	Means of verification
		number of people engaged or reached through different methods of engagement and communication, gender disaggregated	survey by project end reveals the project's effectiveness in terms of outreach and behavioral change and social support for a thriving and sustainable wildlife economy that includes men and women	communication and educational tools, disaggregated by gender. It is complemented by a Knowledge, Attitudes, and Practices (KAP) survey.			
23	Child Project Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.	Gender-responsive indicator [*]: Number of training modules with gender-differentiated content.	End of project target: At least 4 modules developed with a gender-differentiated focus	This indicator tracks the number of training modules developed with content specifically adapted to address gender differences and promote equality in wildlife management, conservation leadership, and supply chain participation.	At mid-term and end of project	PMU, training and education service providers, gender specialists	Training curricula and materials, module outlines, validation records with gender review comments, workshop reports
24	Child Project Outcome 5) The GEF Child project is adequately monitored and evaluated.	Child Project Indicator 17) External mid-term evaluation reports available and contributing to institutional learning of both male and female stakeholders	Mid-term target: 1 | End of project target: 2	This indicator tracks the completion and availability of external mid-term and final evaluation reports. It measures whether findings are being used to improve project implementation and contribute to adaptive learning across institutions, with inclusive consideration of perspectives from both male and female stakeholders.	At mid-term and end of project	UNDP Country Office, PMU, independent evaluation team	Published evaluation reports, stakeholder validation sessions, lessons-learned briefs, dissemination records
25	Child Project Outcome 5) The GEF Child project is adequately monitored and evaluated.	Gender-responsive indicator [*]: % of project content screened for gender-responsiveness	End of project target: 100% of the project's relevant content is screened for gender-responsiveness and, whenever applicable, includes gender-relevant data	This indicator measures the extent to which project reports, evaluations, training materials, knowledge products, and implementation tools are reviewed using gender-responsive criteria. It ensures that all relevant project content generates or uses gender-disaggregated data and reflects gender-equity principles in design, implementation, and reporting.	Annually; final assessment at end of project	PMU, gender focal point, M&E specialist, UNDP Country Office	Gender screening checklist, M&E reports, evaluation frameworks, training and knowledge product reviews

Monitoring Activity (summary table)

	Frequency/Timeframe	Expected Action
Inception Workshop and Report	Inception Workshop within 2 months of the First Disbursement	As per above description
Track results progress (see above table for details)	Annually and at mid-point and closure	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Monitor *Environmental and Social Management Plans (ESMP), Gender Action Plan, Stakeholder Engagement Plan, and Grievance Redress Mechanism (GRM)*	Ongoing-throughout project implementation	Based on actions and indicators in the mentioned report, plan and implement the relevant activities with help from a consultant, while also tracking progress against the indicators. The GRM will be handled by UNDP, in collaboration with the implementing partner.
Supervision Missions	Annually	Conducted by UNDP, preferably prior to the PIR finalization.
Learning and Learning Missions, including a Closure Workshop	As needed	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Annual GEF Project Implementation Report (PIR)	Annually typically between June-September	Mandatory contribution by Project Team, CO and RTA. Strengths and weaknesses will be reviewed by project management and used to inform decisions to improve project performance
Project Review (Project Board)	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
Mid-Term Review (MTR)	UNDP (lead), ANAC, I.P, MAAP	**Output 1.1**: "Capacities strengthened for inclusive, integrated and climate-resilient natural resource management and nature-based solutions." The MTR will assess how the project has contributed to institutional strengthening, land-use planning, protected area management, and community participation in conservation and natural resource governance.	**UNSDCF Outcome 2.1 / CPD Outcome 2**: "By 2026, people in Mozambique, especially women, youth and vulnerable groups, benefit from sustainable and climate-resilient management of natural resources, ecosystems and biodiversity." The MTR will assess the project's progress in its direct contribution to environmental resilience, participatory conservation area management, and the reduction of rural poverty through biodiversity-based livelihoods.	Q3 – Year 3 of implementation	UNDP, ANAC, I.P., PMU, BIOFUND, MAAP, local communities, co-management partners (GRP, WCS, FZS), GEF SEC
Independent Terminal Evaluation (TE)	UNDP IEO, Vexternal evaluator	**Outputs 1.1, 2.2, and 3.2**: • **1.1**: Sustainable nature management and climate resilience through ecosystem-based solutions. • **2.2**: Expanded equitable access to economic opportunities and ecosystem services through sustainable value chains. • **3.2**: Generation and use of data to improve public policy and promote gender equality and evidence-based decision-making. The Terminal Evaluation will assess the project's contribution to these outputs, including biodiversity-based economic development, social inclusion, and institutional learning.	**UNSDCF Outcomes 2.1 & 2.3 / CPD Outcomes 2 & 4**: The final evaluation will analyze the project's effectiveness in advancing biodiversity conservation, sustainable nature-based economies, and inclusive environmental governance. It will also assess the project's impact on evidence generation, institutional learning, and policy strengthening, aligned with Mozambique's commitments under the SDGs, the Global Biodiversity Framework, and the Paris Agreement.	Q2 – Final year of project	UNDP, ANAC, I.P., PMU, GEF Secretariat, government ministries, local stakeholders, donors

Monitoring and Evaluation Budget for project execution:

GEF M&E requirements to be undertaken by Project Management Unit (PMU)	Indicative costs (US$)
Inception Workshop and Report	11,336.00
M&E required to report on progress made in reaching GEF core indicators and project results included in the project results framework	109,900.00
Preparation of the annual GEF Project Implementation Report (PIR)	63,000.00
Monitoring and dissemination of safeguards updates, translations and data collection	[included in the above amount]
Supervision missions	[included in the above amount]
Learning missions and Closure Workshop	9,000.00
Independent Mid-term Review (MTR): costs associated with conducting the independent review/evaluation to be commissioned by UNDP not the Implementing Partner or PMU.	51,547
Independent Terminal Evaluation (TE): costs associated with conducting the independent evaluation to be commissioned by UNDP not the Implementing Partner or the PMU.	51,547
TOTAL	**296,330.00**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Section 1: General roles and responsibilities in the project's governance mechanism

Implementing Partner: The Implementing Partner for this project is the Ministry of Agriculture, Environment and Fisheries (MAAP) and the National Administration for Conservation Areas (ANAC, I.P.), a public institute under MAAP, will be serving as the lead executing entity[18].

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.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- 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; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Responsible Parties: Under this project, the Implementing Partner (MAAP, with primary execution through ANAC, I.P.) may enter into formal agreements with qualified organizations that will act as **Responsible Parties** to support the execution of activities, the provision of goods and services, and the delivery of specific project outputs. These organizations will be selected based on their specialized technical capacities, territorial presence, performance track record, and their potential to mitigate operational risks and reduce the administrative burden on the Implementing Partner.

Responsible Parties are not part of the project's oversight structure and therefore, but if are providing co-financing for the project, they may participate in the meetings of **Project Steering Committee**, but will not be part of the **Project Board**, to avoid any conflict of interest between execution and governance functions.

The Responsible Parties' contractual relationship will be exclusively with the Implementing Partner, and they will report directly to the latter in accordance with the terms defined in the bilateral agreement to be signed / signed between the two parties in such agreements.

Responsible Parties identified at the time of PRODOC approval will be listed in this section and represented in the project's organizational structure diagram. Their roles, activities, and key deliverables will also be included, along with the legal instruments used to formalize their engagement (e.g., Service Contracts or Letters of Agreement) (see Annex 7 – Terms of Reference).

The following are the **candidate Responsible Parties** proposed for this project:

[18] In this section, the National Administration for Conservation Areas is referred to as ANAC, I.P., to highlight the entity's legal status as a public institute, or *"instituto público"*, and its financial autonomy.

Gorongosa Restoration Project (GRP)
The Gorongosa Restoration Project (GRP) will be a key Responsible Party in the Gorongosa–Marromeu Landscape (GML), particularly around Gorongosa National Park and the adjacent coutadas. GRP has extensive experience in ecological restoration, human-wildlife coexistence, and sustainable livelihoods. It will support the implementation of activities related to ecological corridors, community-based natural resource management, ecotourism development, and local governance. GRP will also provide technical support in biodiversity monitoring, training of community wildlife guardians, and implementation of land-use plans.

Wildlife Conservation Society (WCS)
WCS will act as a Responsible Party in the northern part of the RLL, with a focus on community conservation areas such as Chipanje Chetu and several hunting blocks within the Niassa Special Reserve. Its involvement will include implementing participatory wildlife management schemes, supporting community-led land-use planning, managing human-wildlife conflict, and strengthening environmental governance capacities. WCS will also support data collection for key project indicators, including biodiversity metrics, poaching pressure, and protected area management effectiveness.

Frankfurt Zoological Society (FZS)
The Frankfurt Zoological Society (FZS) will serve as a Responsible Party in the Rovuma–Lugenda Landscape (RLL), particularly in areas surrounding the Niassa Special Reserve. With a strong presence in the region and technical expertise in wildlife conservation, FZS will support the operation and strengthening of JAPCOCCs, anti-poaching patrols, the integration of SMART monitoring tools, and human-wildlife conflict response plans. It will also contribute to local capacity development—especially in communities along the Marrupa–Mecula corridor—and to evidence-based ecological monitoring.

By definition, **UNDP cannot be a responsible party in a UNDP project**. When UNDP provides support services to a project, it does so in a separate capacity termed country office support (COS), a role that is conditioned to the pre-approval by the GEF Secretariat.

Project stakeholders and target groups: The project will ensure that target groups are actively engaged in decision-making processes through inclusive, participatory, and multi-level governance mechanisms. Local communities in the Gorongosa–Marromeu and Rovuma–Lugenda landscapes-especially women, youth, and vulnerable groups-will be involved in land-use planning, conservation governance, and benefit-sharing through structures such as Community Conservation Areas (CCAs), Village Savings and Loan Associations (VSLAs), and Human-Wildlife Incident Response Units (HWIRUs). These groups will be represented in local planning forums and consulted in project design, implementation, and monitoring. At the landscape level, multi-stakeholder platforms will include representatives from government institutions, community-based organizations, and the private sector to ensure that local priorities and traditional knowledge are integrated into project decisions. At the national level, key institutional stakeholders, including MAAP/ANAC, I.P., and BIOFUND (Foundation for the Conservation of Biodiversity, providing and channeling the bulk of the finance to sustain protected areas in the country) will participate in the Project Steering Committee, alongside representatives from the project community beneficiaries within the landscapes and other relevant structures within central, provincial and local government. The Project Steering Committee provides strategic guidance and oversight. This structure guarantees that project beneficiaries have a voice in shaping outcomes and that decision-making is grounded in equity, transparency, and shared accountability. The key stakeholder groups and their roles in decision-making are as follows:

Government – Central, Provincial, and District Levels
At the central level, the Ministry of Agriculture and Environment (MAAP) /National Administration for Conservation Areas (ANAC, I.P.) will provide strategic leadership, policy alignment, and institutional coordination through the Project Steering Committee (PSC) and regular inter-ministerial consultations. MAAP/ANAC, I.P. will work closely with Directorate for Veterinary Services under MAAP, including their decentralized services for the relevant aspects of the project relating to the OneHealth approach (i.e. integrating human, animal, and environmental health to prevent and manage zoonotic disease risks). At provincial and district levels, government institutions will participate in land-use planning, monitoring activities, and operational oversight, ensuring that project activities are aligned with local

development priorities and public service delivery. Their engagement will be institutionalized through landscape-based planning platforms and district coordination mechanisms. For this project, the Provincial Environmental Services (SPA) in Sofala, Manica, Niassa and Cabo Delgado; District and local level governments in the targeted areas.

Local Authorities
Local leaders, traditional authorities, and district administrators will play a central role in facilitating community mobilization, validating land-use agreements, resolving conflicts, and endorsing project plans. Their involvement ensures legitimacy and cultural alignment of interventions, particularly in areas of human-wildlife conflict mitigation, co-management of community conservation areas (CCAs), and governance of benefit-sharing arrangements. Nevertheless, because women tend to be excluded from local level governance, the project will establish suitable mechanisms to ensure women's full participation and benefit sharing. These are described in Annex 10 (Gender Action Plan).

Private Sector
Private sector actors, including safari operators, forest concessionaires, and value chain actors in eco-tourism and sustainable agriculture, among others, will be engaged through public-private dialogue forums, co-investment schemes, and landscape governance structures. Their participation in planning and co-financing mechanisms (e.g., green enterprise funds or conservation partnerships) will be essential to foster sustainability, innovation, and scalability of biodiversity-based business models.

Civil Society
National and local civil society organizations will contribute to participatory planning, environmental education, gender equality, community monitoring, and rights-based approaches. Community-Based Organizations (CBOs) will be directly involved in implementing on-the-ground activities, particularly in community livelihood support, conservation enforcement, and participatory M&E. Their voices will be represented in landscape coordination bodies and multi-stakeholder platforms.

Academia/ Research Institutes
Academic institutions and research centers (e.g., UEM, UniLúrio) will support decision-making through evidence generation, training, and applied research. They will contribute to the design of monitoring frameworks, biodiversity assessments, socio-economic impact analysis, and climate resilience modeling. They will also participate in technical advisory groups and knowledge dissemination processes.

Supranational / Multilateral Partners
The TRANSFORM project is closely aligned with the Global Wildlife Program for Development (GWP/GWD), a GEF-funded multi-country initiative that advances sustainable wildlife management and nature-based development. It contributes to GWP outcomes by strengthening institutional frameworks, supporting community wildlife economies, and enhancing law enforcement. Regional and international partners—including UNDP, GEF, other SADC countries, and GWP technical partners and participating countries at the international level—will engage through knowledge platforms, regional workshops, and technical backstopping. Their involvement ensures that lessons from Mozambique inform broader strategies and support the replication of successful models.

Local beneficiaries
To ensure transparent and inclusive decision-making, the project will adopt participatory methodologies including process frameworks, community-based planning, and multi-stakeholder platforms. Stakeholder engagement will be systematically tracked using activity-specific records and gender-disaggregated data, and will include structured feedback loops to inform adaptive project management. A Grievance Redress Mechanism (GRM) will be operational throughout project implementation, ensuring responsiveness to community concerns.

Beneficiaries across both target landscapes—Gorongosa-Marromeu and Rovuma-Lugenda—include rural households, youth, and women's associations. An Outreach and Communications Officer will be dedicated to ensuring community voices are consistently integrated into project design, delivery, and adaptive management.

Special attention will be given to engaging female and youth stakeholders in the wildlife economy, where they are often underrepresented but have substantial potential for leadership and innovation.

The UNDP Country Office will play a limited role in supporting MAAP/ANAC, I.P. with execution, and upon request from MAAP/ANAC, I.P. This role is different and separated by the oversight role played by UNDP as the GEF Agency for the project.

Other project arrangements

The **National Technical Advisory Group** advises the Implementing Partner (MAAP/ANAC, I.P. **Project Management Unit (PMU)** and will meet twice a year. A National Technical Advisory Group will be established during the project's inception.

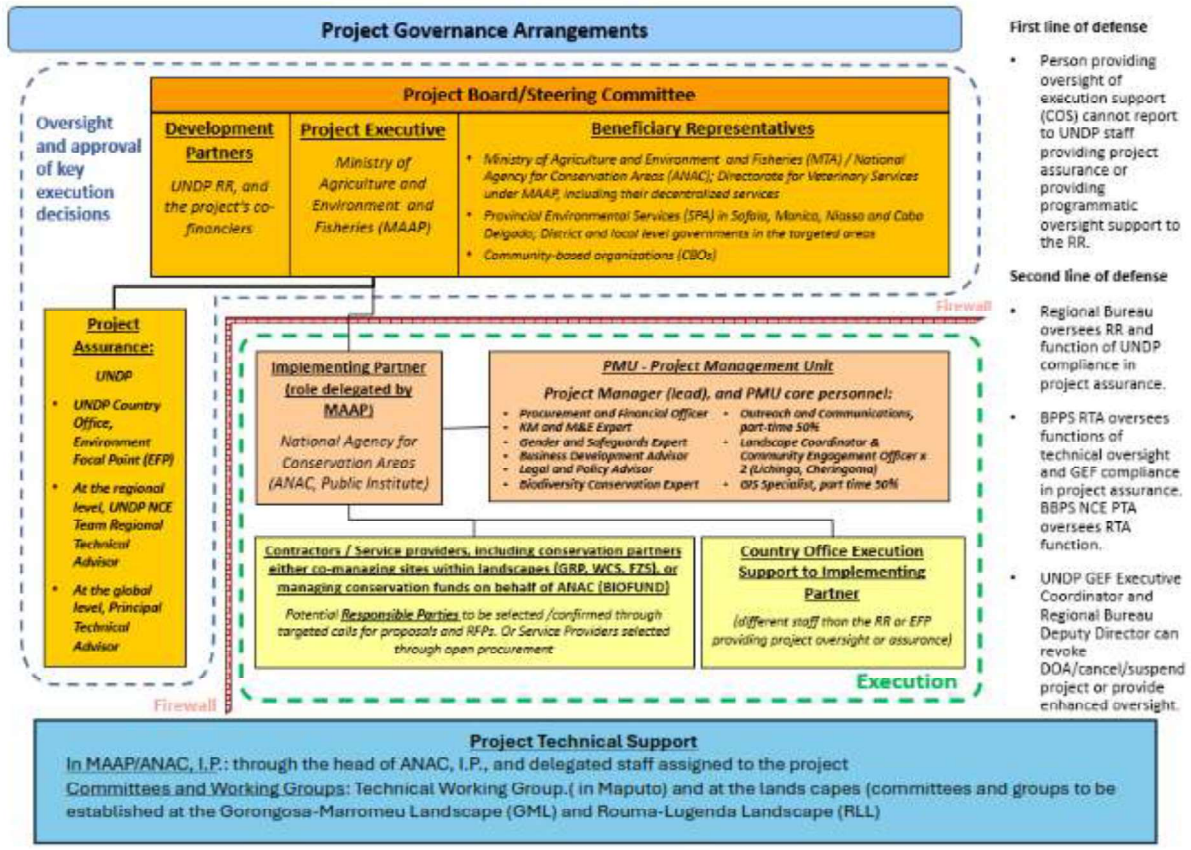
UNDP

UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

A firewall will be maintained between the delivery of project oversight and quality assurance performed by UNDP and charged to the GEF Fee and any support to project execution performed by UNDP (as requested by and agreed to by both the Implementing Partner and GEF) and may be charged to the GEF project management costs (only if approved by GEF). The segregation of functions and firewall provisions for UNDP in this case is described in the next section.

Section 2: Project governance structure

Figure 10. Proposed governance arrangements for the project (v. of 03-Jul-2025)



The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Program and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

UNDP project support. The Implementing Partner and GEF OFP have requested UNDP to provide support services in the amount of USD$ 110,280 for the full duration of the project. The arrangement is contingent to GEF agreeing to UNDP providing such execution support services. However, the cost of these services will be charged to UNDP's co-financing portion of the project's budget. The execution support services – whether financed from the project budget or other sources - have been set out in detail and agreed between UNDP Country Office and the Implementing Partner in a Letter of Agreement (LOA). This LOA is attached to this Project Document.

To ensure the strict independence required by the GEF and in accordance with the UNDP Internal Control Framework, these execution services will be delivered independent from the GEF-specific oversight and quality assurance services.

Specifically for the Moz TRANSFORM project, the governance and management structure of the project is designed to ensure effective coordination, transparency, and accountability at all levels (diagram in Figure 10). As illustrated

in the mentioned diagram, the project is implemented under the National Implementation Modality (NIM), with ANAC, I.P. serving as the *de facto* Implementing Partner and MAAP providing strategic oversight having delegated the role of project lead to ANAC, I.P.

Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the project board

As noted in the Minimum Fiduciary Standards for GEF Partner Agencies, in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency; and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the project implementation oversight and execution functions.

In this case, UNDP's implementation oversight role in the project – as represented in the project board and via the project assurance function – is performed by Eunice Mucache, Program Specialist. UNDP's execution role in the project (as requested by the implementing partner and approved by the GEF) is performed by Ronald Cumberbatch, Program Analyst, who will report to Cleophas Torori, Deputy Resident Representative – Program.

Section 4: Roles and Responsibilities of the Project Organization Structure

(a) Project Board: All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board is the most senior, dedicated oversight body for a project.

In the case of this project, the **Project Board will be a selected sub-set of the Project Steering Committee**, or sub-committee within it that includes all its regular members, among them the project's co-financiers, but not those that also have a Responsible Party role. This is to avoid conflicts of interest, in the case when Responsible Parties are also providing co-financing to the project.

The two main (mandatory) roles of the project board are as follows:

1. High-level oversight of the execution of the project by the Implementing Partner (as explained in the "Provide Oversight" section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
2. Approval of strategic project execution decisions of the Implementing Partner with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the "Manage Change" section of the POPP).

Requirements to serve on the Project Board: to be included in the TOR of the Project Board

- Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- Meet annually; at least once.
- Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- Discharge the functions of the Project Board in accordance with UNDP policies and procedures.

- Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board: to be included in the TOR of the Project Board

- Consensus decision making:
    - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
    - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
    - The project board is responsible for making management decisions by consensus.
    - 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 representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- Oversee project execution:
    - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
    - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
    - Address any high-level project issues as raised by the project manager and project assurance
    - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies)
    - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
    - Track and monitor co-financed activities and realisation of co-financing amounts of this project.
    - Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
    - Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- Risk Management:
    - Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
    - Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
    - Address project-level grievances.
- Coordination:
    - Ensure coordination between various donor and government-funded projects and programmes.
    - Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation. In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. It will be represented by the Ministry of Agriculture and Environment (MAAP), acting as the principal decision-making authority responsible for resolving critical issues that may affect the course of the project. The Project Board will be chaired by **Mr. Pejul Calenga, ANAC, I.P.'s General Director**. The chair can nominate substitutes to act in his capacity when relevant.

2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders 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. Often representatives from civil society, government entities, community leaders, representatives of local organizations, and/or women's and youth groups in the target landscapes benefiting from the project can fulfil this role; to ensure that the voices of communities and other target groups are reflected in project decisions, and that actions respond to their priorities, realities, and aspirations. There can be multiple beneficiary representatives on the Project Board. The direct beneficiaries of the TRANSFORM project are primarily rural communities living in and around the Gorongosa–Marromeu and Rovuma–Lugenda landscapes, including women, youth, and vulnerable groups. Those will be represented through Community Based Organizations (CBOs). Beneficiaries also include local government in the relevant districts where the project will be implemented, community rangers, conservation NGO staff, and representatives from civil society and academia who engage in planning, implementation, training, and monitoring activities.

3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner is: UNDP Resident Representative (RR), **Mr. Edo Stork.**

The final composition of the Project Board will be decided upon during the Local Project Appraisal Committee (LPAC).

(b) **Project Assurance**: Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution. A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is The Environmental Focal Point.

(c) Project Management – ***Execution of the Project:*** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs,

supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

Roles and responsibilities of the PMU members are detailed in the Annex 16 noting that the PMU cannot be located in the UNDP Country Office. A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: The Project Manager.

IX. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 181,012,844. This is financed through a GEF grant of USD 15,112,844 administered by UNDP, plus USD 200,000 as in cash co-financing from UNDP core resources and to be administered under the same award by UNDP, as the GEF Implementing Agency, in addition to USD 165,700,000, which is partner-managed co-financing. UNDP is responsible for the oversight of the GEF resources, and the cash co-financing transferred to UNDP bank account only.

Co-financing: The actual realization of project co-financing amounts will be monitored by the UNDP Country Office and the PMU on an annual basis in the GEF PIF and will be reported to the GEF during the mid-term review and terminal evaluation process as follows:

Table 3: Co-Financing for the Project (updated)

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount ($)
Civil Society Organization	Gorongosa Restoration Project (GRP)	In-Kind	Recurrent expenditure	131,900,000
Civil Society Organization	Gorongosa Restoration Project (GRP)	Grant	Investment mobilized	13,100,000
Civil Society Organization	Wildlife Conservation Society (WCS)	Grant	Investment mobilized	7,500,000
Civil Society Organization	Foundation for Biodiversity (BIOFUND)	Grant	Investment mobilized	13,200,000
GEF Agency	UNDP	Grant	Investment mobilized	89,720
GEF Agency	UNDP	Grant	Recurrent expenditure	110,280
Total Co-financing				**165,900,000**

Budget Revision and Tolerance: As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

Should the following deviations occur, the Project Manager/IP through UNDP Country Office will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.
b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the GEF and UNDP policies.
c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

UNDP is not in a position to increase the total budget above the amount approved by the donor, therefore any over-expenditure would have to be absorbed from non-GEF resources by the Implementing Partner (GEF Executing Entity)

Project extensions: The UNDP-BPPS-NCE team Executive Coordinator must approve all requests for extension of the Project Completion Date and for other milestone extensions with hard deadlines. All extensions impose additional time and cost burdens at all levels and the GEF project budget cannot be increased beyond its originally approved amount. A single extension may be granted on an exceptional basis and subject to the conditions and maximum durations set out in the UNDP POPP. The project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs shall be covered by non-GEF resources; the additional UNDP oversight costs during the extension period must be covered by non-GEF resources, in accordance with UNDP's policy as set out in UNDP POPP.

For any extension request, UNDP CO and IP will consult and jointly present a clear plan indicating how and from which specific sources the additional oversight costs that will be incurred by UNDP will be covered during the extended period. The BPPS-NCE Executive Coordinator will consult the Regional Bureaux (RBX) and may reject the extension request if no (external co-financing by the IP or internal UNDP CO resources) can be identified.

All extension requests, along with all supporting documentation, shall be submitted by the IP to the UNDP CO in line with the requirements and within the deadlines set out in the UNDP SOPs and policies in UNDP POPP.

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 an UN Agency, the project will be audited according to that Agencies applicable audit policies.

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, however **must be done before the operational closure date**. In all cases of transfer, a transfer document must be prepared and kept on file[19]. The transfer should be done before Project Management Unit complete their assignments.

Completion Date: The project completion date is the date of Project Document Signature plus project duration. This date can only be extended through a formal extension request. Prior to completion date, all UNDP-financed inputs must be provided and related activities for the Project completed. No activities, except for the final clearance of the Terminal Evaluation Report and the corresponding management response and the end-of-project review Project Board Meeting should take place after the Completion Date.

[19] See https://popp.undp.org/ https://popp-prod.acquia.undp.org/policy-page/close-and-transition.

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.

- **Operational Closure**: **Operational closure must happen within 9 months from project completion date.** Prior to operational closure, the Terminal Evaluation must have been submitted and the corresponding TE management response and the end-of-project review Project Board meeting must have been completed. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. Before Operational Closure, the project must have completed the transfer or disposal of any equipment that is still the property of UNDP.
- **Financial Closure: Financial closure must happen within 6 months of operational closure or after the date of cancellation.** 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).

  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 BPPS/NCE for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

Cancellation and Suspension: All projects considering going through cancellation or suspension must follow UNDP and GEF requirements. Guidance can be found in the UNDP POPP (SOPs for management actions of Vertical Fund projects escalated to the Executive Coordinator and Guidance for GEF project revisions).

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/NCE team Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF. Unspent project balance is not permitted to be transferred to any other projects.

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Quantum Business Unit	UNDP-MOZ10		
Quantum Project ID:	01004597	Quantum Project Title:	Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)
Quantum Award ID:	1527507	Quantum Award Title:	Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)
UNDP-GEF PIMS No.	6699		
Implementing Partner	Ministry of Agriculture, Environment and Fisheries (MAAP) / National Agency for Conservation Areas (ANAC, I.P.)* (in the budget table, the short reference is to "ANAC")		

Quantum Outcome (GEF Comp.)	Quantum Output (GEF Outcome)	Quantum Resp. Party	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 1 (USD) 2026	Amount Year 2 (USD) 2027	Amount Year 3 (USD) 2028	Amount Year 4 (USD) 2029	Amount Year 5 (USD) 2030	Amount Year 6 (USD) 2031	Amount Year 7 (USD) 2032	Total (USD)	Budget Notes
C1) Mgt of Conservation Area Networks	Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes	ANAC	62000	010003	72100	Contractual Services-Companies	580,000	604,000	604,000	604,000	604,000	302,000	302,000	3,600,000	1
		ANAC	62000	010003	71800	Contractual Services-Imp Partn	40,500	81,000	81,000	81,000	81,000	81,000	81,000	526,500	2
						C1, Subtotal ANAC	*620,500*	*685,000*	*685,000*	*685,000*	*685,000*	*383,000*	*383,000*	*4,126,500*	
		UNDP	62000	010003	72100	Contractual Services-Companies	140,000	120,000	120,000	70,000	0	0	0	450,000	3
		UNDP	62000	010003	71400	Contractual Services - Individ	18,000	18,000	18,000	18,000	18,000	18,000	18,000	126,000	4
						C1, Subtotal UNDP	*158,000*	*138,000*	*138,000*	*88,000*	*18,000*	*18,000*	*18,000*	*576,000*	
						Total Component 1, GEF	**778,500**	**823,000**	**823,000**	**773,000**	**703,000**	**401,000**	**401,000**	**4,702,500**	
C2) Strengthening of Policy and Regulatory Frameworks.	Outcome 2) Strengthen policies, planning and collaboration to combat illegal wildlife trade and promote sustainable wildlife economies	ANAC	62000	010003	71600	Travel	0	24,000	24,000	12,000	0	0	0	60,000	5
		ANAC	62000	010003	72100	Contractual Services-Companies	0	40,000	40,000	40,000	0	0	0	120,000	6
		ANAC	62000	010003	75700	Training, Workshops and Confer	0	16,000	16,000	8,000	0	0	0	40,000	7
						C2, Subtotal ANAC	*0*	*80,000*	*80,000*	*60,000*	*0*	*0*	*0*	*220,000*	
		UNDP	62000	010003	72100	Contractual Services-Companies	110,000	421,000	201,000	101,000	0	0	0	833,000	8
						C2, Subtotal UNDP	*110,000*	*421,000*	*201,000*	*101,000*	*0*	*0*	*0*	*833,000*	
						Total Component 2, GEF	**110,000**	**501,000**	**281,000**	**161,000**	**0**	**0**	**0**	**1,053,000**	
C3) Generation of socio-economic benefits from responsible mgt of wildlife populations	Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating HWC, and promoting services with a One Health approach	ANAC	62000	010003	71800	Contractual Services-Imp Partn	30,000	60,000	60,000	60,000	60,000	60,000	60,000	390,000	9
		ANAC	62000	010003	72100	Contractual Services-Companies	0	202,000	202,000	127,000	127,000	81,500	81,500	821,000	10
		ANAC	62000	010003	72100	Grants	130,000	645,000	645,000	645,000	645,000	645,000	645,000	4,000,000	11
						C3, Subtotal ANAC	*160,000*	*907,000*	*907,000*	*832,000*	*832,000*	*786,500*	*786,500*	*5,211,000*	
		UNDP	62000	010003	71400	Contractual Services - Individ	51,000	102,000	102,000	102,000	51,000	0	0	408,000	12
						C3, Subtotal UNDP	*51,000*	*102,000*	*102,000*	*102,000*	*51,000*	*0*	*0*	*408,000*	
						Total Component 3, GEF	**211,000**	**1,009,000**	**1,009,000**	**934,000**	**883,000**	**786,500**	**786,500**	**5,619,000**	
C4) Knowledge Exchange and Coordination	Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.	ANAC	62000	010003	71600	Travel	6,000	6,000	6,000	6,000	6,000	6,000	6,000	42,000	13
		ANAC	62000	010003	71800	Contractual Services-Imp Partn	82,650	93,900	93,900	93,900	93,900	93,900	93,900	646,050	14
		ANAC	62000	010003	72100	Contractual Services-Companies	196,464	273,600	273,600	273,600	273,600	273,600	60,000	1,624,464	15
		ANAC	62000	010003	75700	Training, Workshops and Confer	0	10,000	10,000	10,000	10,000	10,000	10,000	60,000	16
						C4, Subtotal ANAC	*285,114*	*383,500*	*383,500*	*383,500*	*383,500*	*383,500*	*169,900*	*2,372,514*	
		UNDP	62000	010003	72100	Contractual Services-Companies	350,000	0	0	0	0	0	0	350,000	17
						C4, Subtotal UNDP	*350,000*	*0*	*0*	*0*	*0*	*0*	*0*	*350,000*	

Quantum Outcome (GEF Comp.)	Quantum Output (GEF Outcome)	Quantum Resp. Party	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 1 (USD) 2026	Amount Year 2 (USD) 2027	Amount Year 3 (USD) 2028	Amount Year 4 (USD) 2029	Amount Year 5 (USD) 2030	Amount Year 6 (USD) 2031	Amount Year 7 (USD) 2032	Total (USD)	Budget Notes
						Total Component 4, GEF	**635,114**	**383,500**	**383,500**	**383,500**	**383,500**	**383,500**	**169,900**	**2,722,514**	
C5) Monitoring and Evaluation (M&E)	Outcome 5) The GEF Child project is adequately monitored and evaluated	ANAC	62000	010003	75700	Training, Workshops and Confer	11,336	0	0	0	0	0	9,000	20,336	18
		ANAC	62000	010003	71800	Contractual Services-Imp Partn	12,600	12,600	12,600	12,600	12,600	12,600	12,600	88,200	19
		ANAC	62000	010003	71600	Travel	3,100	3,100	3,100	3,100	3,100	3,100	3,100	21,700	20
		ANAC	62000	010003	71300	Local Consultants	0	10,500	10,500	10,500	10,500	10,500	10,500	63,000	21
						M&E, Subtotal ANAC	*27,036*	*26,200*	*26,200*	*26,200*	*26,200*	*26,200*	*35,200*	*193,236*	
		UNDP	62000	010003	71200	International Consultants	0	31,200	0	0	0	0	31,200	62,400	22
		UNDP	62000	010003	71300	Local Consultants	0	12,800	0	0	0	0	12,800	25,600	23
		UNDP	62000	010003	71600	Travel	0	7,547	0	0	0	0	7,547	15,094	24
						M&E, Subtotal UNDP	*0*	*51,547*	*0*	*0*	*0*	*0*	*51,547*	*103,094*	
						Total M&E (Component 5), GEF	**27,036**	**77,747**	**26,200**	**26,200**	**26,200**	**26,200**	**86,747**	**296,330**	
PMC	PMC	ANAC	62000	010003	71600	Travel	4,000	4,000	4,000	4,000	4,000	4,000	4,000	28,000	25
		ANAC	62000	010003	72300	Materials & Goods	1,500	1,500	1,500	1,500	1,500	1,500	1,500	10,500	26
		ANAC	62000	010003	72400	Communic & Audio Visual Equip	3,760	290	290	290	290	290	290	5,500	27
		ANAC	62000	010003	72500	Supplies	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000	28
		ANAC	62000	010003	72800	Information Technology Equipmt	28,600	1,650	1,650	1,650	1,650	1,650	1,650	38,500	29
		ANAC	62000	010003	73100	Rental & Maintenance-Premises	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000	30
						PMC, Subtotal ANAC	*40,860*	*10,440*	*10,440*	*10,440*	*10,440*	*10,440*	*10,440*	*103,500*	
		UNDP	62000	010003	71400	Contractual Services - Individ	84,000	84,000	84,000	84,000	84,000	84,000	84,000	588,000	31
		UNDP	62000	010003	74100	Professional Services	4,000	4,000	4,000	4,000	4,000	4,000	4,000	28,000	32
						PMC, Subtotal UNDP	*88,000*	*88,000*	*88,000*	*88,000*	*88,000*	*88,000*	*88,000*	*616,000*	
						Total PMC, GEF	**128,860**	**98,440**	**98,440**	**98,440**	**98,440**	**98,440**	**98,440**	**719,500**	
		UNDP	4000	04000	72200	Equipment and Furniture	89,720	0	0	0	0	0	0	89,720	33
		UNDP	4000	04000	74596	Services to projects -GOE	55,140	11,028	11,028	11,028	11,028	5,514	5,514	110,280	34
						Total PMC, TRAC	**144,860**	**11,028**	**11,028**	**11,028**	**11,028**	**5,514**	**5,514**	**200,000**	
						Total PMC, GEF + TRAC	**273,720**	**109,468**	**109,468**	**109,468**	**109,468**	**103,954**	**103,954**	**919,500**	
						Grand Total, GEF	**1,890,510**	**2,892,687**	**2,621,140**	**2,376,140**	**2,094,140**	**1,695,640**	**1,542,587**	**15,112,844**	
						Grand Total, TRAC	**144,860**	**11,028**	**11,028**	**11,028**	**11,028**	**5,514**	**5,514**	**200,000**	
						PROJECT TOTAL	**2,035,370**	**2,903,715**	**2,632,168**	**2,387,168**	**2,105,168**	**1,701,154**	**1,548,101**	**15,312,844**	

Budget Notes

#	Budget Note Description
C1	**C1**
1	Engagement of Responsible Party GRP to execute activities under Outputs 1.1 through 1.5 (improved conservation and restoration of wildlife populations in landscapes) within GML. Focus on the Gorongosa sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for GRP, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $1.6M, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Engagement of Responsible Party FZS to execute activities under Outputs 1.1 through 1.5 (improved conservation and restoration of wildlife populations in landscapes) within GML. Focus on the Marromeu Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for FZS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $0.5M, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Engagement of Responsible Party WCS to execute activities under Outputs 1.1 through 1.5 (improved conservation and restoration of wildlife populations in landscapes) within RLL. Focus on the Niassa Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for WCS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $1.5M, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Total for this BL: $3,600,000
2	Project Team contracting: |Biodiversity Conservation Expert: 78 months@3750/month. Total $292,500 |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2 Project Team contracting: |IT and GIS Specialist based at ANAC, Public Institute: |For 78 months@3000/month. Total $234,000.00 |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2. Total for this BL: $526,500
3	Contractual services-Company, Outputs 1.1 and 1.2 (JAPCOCCs): National JAPCOCC Operationalization Support – Equipment, Training and Advisory Services. |Cost: $300,000. |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.| Contractual services-Company, Output 1.6: New systems and support for modernizing and institutionalize governance mechanisms for conservation in Mozambique, including development of new policy directives, administrative procedures, inter-institutional coordination mechanisms, technical guidelines, associated training, and specifically focusing on Activities 1.6.1 to 1.6.5. |Cost: $150,000 |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.|
4	**(A) Project Team contracting: |Project Manager (70% PMC pro rata remuneration referring to managerial tasks and 30% pro rata remuneration referring to technical tasks budgeted for under C1).): |Project Manager: 84 months@5000/month for the pro-rata managerial tasks, Total $420,000.00 |TOR in Annex 16.2.**
C2	**C2**
5	Travel (expected as mostly domestic) in connection with national stakeholder engagement and training workshops under Component 2. Average costs @$600 per travelling participant X an estimated total of 100 for up to 5 national workshop events spread over the project's years 2, 3 and 4. |Total costs $60,000.00
6	Contractual services-Company. Output 2.5 on Technical Support for Intersectoral Collaboration and Coordination Mechanisms. |ANAC, Public Institute, Intersectoral collaboration. |Cost: $120,000 |Service provider to be procured through ANAC according to NIM procurement rules. The selection will ensure the selected service provider has experience in institutional coordination, public policy facilitation, and multisectoral governance and training of relevant stakeholders at the national and local levels. TOR included in Annex 7A.
7	Training, Workshops, Meetings. Component 2 (Policy and legislation) various stakeholder engagement and training national workshops under Outputs 2.1 through 2.5. |Cost: $40,000 |Service provider to be procured through ANAC, Public Institute, according to NIM procurement rules. TOR included in Annex 7A.
8	Contractual services-Company, Output 2.1: support the implementation of Output 2.1, specifically Activities 2.1.1 to 2.1.6, by producing high-quality ILUMPs and providing training. with three ILUMPs to be developed covering: 1. Gorongosa–Marromeu Landscape (Eastern Flank); 2. Quirimbas National Park; 3. Rovuma–Lugenda Landscape (Central Corridor): Procurement to be conducted through 3 lots. |Cost: $400,000 |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.| Contractual services-Company, Output 2.2: support for conducting a comprehensive review, update, and rollout of gender-sensitive SOPs and security plans for patrols, wildlife crime intelligence, and incident response in key protected areas and conservation units, including stakeholder validation and capacity-building, focusing specifically on Activities 2.2.1 to 2.2.5. |Cost: $193,000 |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.| Contractual services-Company, Output 2.3 on Human-Wildlife Conflict (HWC) policy development, |Service provider to be procured through ANAC, Public Institute, according to NIM procurement rules. |Cost: $120,000 |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.|

#	Budget Note Description
	Contractual services-Company, Output 2.4, with a focus on supporting the development and dissemination of a gender- and socially inclusive National Wildlife-Based Economy Strategy and enabling legislation by conducting market assessments, stakeholder consultations, and drafting an implementation roadmap with institutional and financing frameworks, and by specifically focusing on Activities 2.4.1 to 2.4.4. |Cost: $120,000 ||Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A. | Total for this BL: $833,000
C3	**C3**
9	Project Team contracting: |Landscape Coordinator & Community Engagement Officer, based in Lichinga, supporting communities in Rovuma-Lugenda |For 78 months@2500/month. Total $195,000.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2. Project Team contracting: |Landscape Coordinator & Community Engagement Officer, based in Cheringoma (indicative), supporting communities in Gorongosa-Marromeu Landscape: |For 78 months@2500/month. Total: $195,000.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2. Total for this BL: $390,000
10	Contractual services-Company. Output 3.3 on the operationalization of the One Health approach in biodiversity-rich areas, addressing the interface between wildlife, livestock, human health, and ecosystem integrity. |ANAC, Public Institute, Intersectoral collaboration. |Total cost: $300,000 |ANAC, Public Institute, will assign part of this lump-sum amount to responsible parties active in the landscape (GRP, WCS and FZS with details in Annex 7B), with exact scope of work to be confirmed during LPAC. |For the portion that will not be assigned to responsible parties, ANAC, Public Institute, will procure a service provider according to NIM procurement rules. The selection process will ensure the service provider has relevant technical expertise in veterinary systems, community engagement, and One Health implementation, in collaboration with government and NGO partners. TOR included in Annex 7A. Engagement of Responsible Party GRP to execute specific activities under Output 3.3 (Veterinary services, One-Health concept, behavioral & social change) within GML. Focus on the Gorongosa sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for GRP, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $189K, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Engagement of Responsible Party WCS to execute specific activities under Output 3.3 (Veterinary services, One-Health concept, behavioral & social change) within RLL. Focus on the Niassa Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for WCS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $182K, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Engagement of Responsible Party FZS to execute specific activities under Output 3.3 (Veterinary services, One-Health concept, behavioral & social change) within GML. Focus on the Marromeu Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for FZS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $150K, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Total for this BL: $821,000
11	Lumpsum package cost dedicated to low value community grants to be executed by responsible party GRP in the GML, focus on the Gorongosa sub-landscape (pending the results of capacity assessment and confirmation through the LPAC): Total $2M |Refer to descriptions of Outputs 3.1 and 3.2 on grant-making mechanism. The responsible party will be tasked with rolling out the two different grant-making schemes proposed under Outputs 3.1 and 3.2. Disbursements are expected to start in year 2, after due diligence, preparatory work, and after the completion of assessments and plans necessary for addressing the UNDP Environmental and Social Safeguards for the project and streamline processes across all project Components, in particular (but not limited to) the "Process Framework", "Livelihood Action Plan" (both of which are described in Annex 9 ESMF). Refer to explanations on geographical focus and targeted populations in PRODOC Box 3 and to responsible parties' TOR in Annex 7B. Lumpsum package cost dedicated to low value community grants to be executed by responsible party WCS in the RLL, focus on the Niassa Reserve sub-landscape (pending the results of capacity assessment and confirmation through the LPAC): Total $1M |Refer to descriptions of Outputs 3.1 and 3.2 on grant-making mechanism. The responsible party will be tasked with rolling out the two different grant-making schemes proposed under Outputs 3.1 and 3.2. Disbursements are expected to start in year 2, after due diligence, preparatory work, and after the completion of assessments and plans necessary for addressing the UNDP Environmental and Social Safeguards for the project and streamline processes across all project Components, in particular (but not limited to) the "Process Framework", "Livelihood Action Plan" (both of which are described in Annex 9 ESMF). Refer to explanations on geographical focus and targeted populations in PRODOC Box 3 and to responsible parties' TOR in Annex 7B. Lumpsum package cost dedicated to low value community grants to be executed by responsible party FZS in the GML, focus on the Marromeu Reserve sub-landscape (pending the results of capacity assessment and confirmation through the LPAC): Total $1M |Refer to descriptions of Outputs 3.1 and 3.2 on grant-making mechanism. The responsible party will be tasked with rolling out the two different grant-making schemes proposed under Outputs 3.1 and 3.2. Disbursements are expected to start in year 2, after due diligence, preparatory work, and after the completion of assessments and plans necessary for addressing the UNDP Environmental and Social Safeguards for the project and streamline processes across all project Components, in particular (but not limited to) the "Process

#	Budget Note Description
	Framework", "Livelihood Action Plan" (both of which are described in Annex 9 ESMF). Refer to explanations on geographical focus and targeted populations in PRODOC Box 3 and to responsible parties' TOR in Annex 7B. Total for this BL: $4,000,000
12	Project Team contracting: |Business Development Advisor (International): |For 48 months@8500/month. Total $408,000.00 |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.
C4	**C4**
13	Travel (international) of project personnel and selected ANAC staff in connection with project activities: 4.6.1 (Annual participation in the GWP Global Conference) and 4.6.2 (Participation in regional or thematic GWP Events). Estimated costs @$6000 per PAX per event X an average of 7 missions per year over 7 years |Total Costs: $42,000.
14	**(B) Project Team contracting: |M&E Expert (pro rata remuneration divided between M&E tasks with a 30%-weight, and 70% under C4: |M&E Expert (pro rata remuneration divided between M&E and KM tasks, the latter under C4), |For 84 months,@2450/month. Total $205,800.00 (in Comp4). |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.** Project Team contracting: |Gender and Safeguards Expert, for 84 months @3500/month. Total $294,000.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2. Project Team contracting: |Outreach and Communications, part-time 50%: |For 78 months@1875/month. Total $146,250.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2. Total for this BL: $646,050
15	Contractual services-Company. Output 4.1 through 4.5 on the Integrated Delivery of Knowledge Management, Environmental Education, Communication, and Institutional Capacity-Building. A multidisciplinary service provider (or consortium) will be selected based on experience in education, communication, knowledge management, and institutional capacity-building. Procurements may be split into several lots according to technical packages and timeline. |Total cost: $556,464. |Service provider to be procured through ANAC, Public Institute, according to NIM procurement rules. The selection will ensure the selected service provider has experience in institutional coordination, public policy facilitation, and multisectoral governance. TOR included in Annex 7A. Engagement of Responsible Party GRP to execute specific activities under Component 4 within GML: Outputs 4.1, 4.3 and 4.5, all relating to awareness raising and behavior change. Focus on the Gorongosa sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for GRP, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $400K, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Engagement of Responsible Party WCS to execute specific activities under Component 4 within RLL: Outputs 4.1 and 4.5, all relating to awareness raising and behavior change. Focus on the Niassa Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for WCS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $400K, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Engagement of Responsible Party FZS to execute specific activities under Component 4 within GML: Output 4.1 relating to awareness raising and behavior change. Focus on the Marromeu Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for FZS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $286K, to be confirmed during LPAC in view of contractual engagement by ANAC, Public Institute. Total for this BL: $1,624,464
16	Starting in year 2, national / local training workshops in connection with Activity 4.6.3) Facilitation of a GWP Twinning Exchange. Expected 3-4 low cost hybrid events per year, hence approx. 6 events in total @$10,000 per year |Total Costs: $60,000.
17	Conduct the assessments and prepared plans foreseen in the ESMF in the project's Year 1. |Refer to the budget and TOR sections in Annex 9 (Environmental Social Management Framework - ESMF) for all the details. |Details for tendering are also included in Annex 7A (Overview of Technical Consultancies/Subcontracts - work to be tendered out) and Annex 10 (Procurement Plan). Costs of addressing emerging and emergency security risks. UNDP's rapid deployment procedures in the case of emergencies will apply for quickly procuring services necessary for securing project personnel, and if needed, staff from ANAC, Public Institute, who are involved in the project as well as staff from responsible parties. Should the funds not be necessary in the first year, they will be transferred through budget revisions to year 2 (and so on and so forth). If by the project's year 7 the amount would not be needed, it can be redistributed to awareness raising and training budget lines. |Total $100,000 Total for this BL: $350,000
C5	**C5**
18	Inception workshop. Total: $11,336 Learning missions and Project Closure Workshop. In connection with Act. 5.2.3) Project closure Workshop. Total: $9,000

#	Budget Note Description
19	**(B) Project Team contracting: |M&E Expert (pro rata remuneration divided between M&E tasks with a 30%-weight, and 70% under C4: |M&E Expert (pro rata remuneration divided between M&E and KM tasks, the latter under C4), |For 84 months,@2450/month. Total $205,800.00 (in Comp4). |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.**
20	Travel in connection with lessons learning and supervisory missions. Approx. $3100 per year x 7 years. Total: $21,700.00
21	Local annual consultancy, starting in year 2, aimed at assisting with PIR data collection and verification. Approx. $350 per day x 180 days over 6 years. Total: $63,000
22	**(A) International MTR Consultant. TOR according to UNDP standards. Budget line managed by default by UNDP and according to procedures UNDP MTRs for GEF funded projects. 40days*780=$31,200. |Total $ 31,200.** **(B) International TE Consultant. TOR according to UNDP standards. Budget line managed by default by UNDP and according to procedures UNDP MTRs for GEF funded projects. 40days*780=$31,200. |Total $ 31,200.** Total for this BL: $62,400
23	**(A) Local MTR Consultant. TOR according to UNDP standards. Budget line managed by default by UNDP and according to procedures UNDP MTRs for GEF funded projects. 40days*320=$12,800. |Total $ 12,800** **(B) Local TE Consultant. TOR according to UNDP standards. Budget line managed by default by UNDP and according to procedures UNDP MTRs for GEF funded projects. 40days*320=$12,800. |Total $ 12,800.** Total for this BL: $25,600
24	Travel in connection with the MTR, international and domestic. Travel in connection with the TE, international and domestic. Total for this BL: $15,094
PMC	**PMC**
25	Travel in connection project operational management, on average $4000 per year x 7 years. |Total: $28,000.
26	Other supplies (materials and goods), on average $1500 per year x 7 years. |Total: $10,500.
27	Other office and equipment (printers, cell phones). Equipment bought in year and cost of cartridges spread across years. Estimates: 1 cell phone for project personnel @$500 x 5 = $2,500. Printers (one in Maputo, 2 with the two Landscape Officer) @$420 x 3 = $1,420. Total cost = $5,500.
28	Office supplies and related costs, on average $1000 per year. |Total: $7,000.
29	IT equipment for the project's core team (laptops, software subscriptions, IT support for installation). Lump sum estimates are per head for 7 years, with equipment bought in year 1 (@$2500 per unit x 11 units = $27,500) and yearly subscriptions (@$100 per unit x 11 units = $1,100 over 7 years) spread across the years. Total costs: $38,500.
30	Utilities, security services, internet and insurance (2000*7years) = $14,000.00
31	**(A) Project Team contracting: |Project Manager (70% PMC pro rata remuneration referring to managerial tasks and 30% pro rata remuneration referring to technical tasks budgeted for under C1).): |Project Manager: 84 months@5000/month for the pro-rata managerial tasks, Total $420,000.00 |TOR in Annex 16.2.** Project Team contracting: |Procurement and Financial Officer (Senior. Financial Analysis, contract oversight accounting and bookkeeping, Logistics, administrative support, travel management, compliance with UNDP requirements): 84 months@3500/month. Total $294,000.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2. Total for this BL: $588,000
32	Contribution to UNDP CO's NIM audit exercise. (professional services) -Budget line managed by UNDP. ($4000x7years)=$28,000.00
33	At least one all terrain vehicle for supporting project implementation. Other items include furniture and IT equipment for the project team may also be purchased according to needs. $89,720
34	Direct Project Costs (DPC), which correspond to the costs of UNDP's execution support services. Amount is as of the execution support letter issued by the GEF OFP and have been rounded off the purposes of budgeting. Estimates include a break-down in the letter and were calculated according to estimates based on the Universal Price List (UPL). 50% of DPC costs are concentrated in year 1. In years 2-5, it represents 10% of the total and in years 6 and 7 it is 5%.TOTAL: $110,280

XI. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mozambique and UNDP, signed on 27 September 1976. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Ministry of Agriculture, Environment and Fisheries (MAAP) / National Agency for Conservation Areas (ANAC, I.P.) 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.

XII. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, 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;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. 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.

3. 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 United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

4. 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. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. 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.

6. 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).

7. 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.

8. 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.

9. 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.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. 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.

13. 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.

14. 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.

15. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, 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, corruption or other financial irregularity, 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.

16. 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.

17. 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.

18. 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.

MANDATORY ANNEXES

List of mandatory annexes
Annex 1: GEF Budget Template
Annex 2: GEF execution support letter
Annex 3: Project map and Geospatial Coordinates of project sites
Annex 4: Multi Year Work Plan
Annex 5: UNDP Social and Environmental Screening Procedure (SESP)
Annex 6: UNDP Risk Register
Annex 7: Overview of Technical Consultancies/Subcontracts
Annex 8: Stakeholder Engagement Plan
Annex 9: Environmental Social Management Framework (ESMF) and other SES frameworks/plans, if required
Annex 10: Gender Analysis and Gender Action Plan
Annex 11: Procurement Plan
Annex 12: Additional agreements – letters of co-financing
Annex 13: Signed LOA between UNDP and IP requesting UNDP Support Services
Annex 14: GEF CEO Endorsement/Approval
Annex 15: On-Granting Provisions Applicable to the Implementing Partner
Annex 16: Terms of Reference for Project Board and Project Team
Annex 17: GEF Core indicators
Annex 18: GEF Taxonomy
Annex 19: Results of the Partners Capacity Assessment Tool (PACT) and HACT Micro Assessment

Project specific annexes	Notes
Annex 20: METT applied to core areas (baseline, 2024/25)	See separate zip file
Annex 21: FAO Exact (baseline, 2025)	See separate file in Excel

Annex 1: GEF Budget Template

Expenditure Category	Detailed Description							Resp. Entity
		Component 1	Component 2	Component 3	Component 4	Component 5 M&E	PMC	Total (USDeq.)	(Exe.Entity receiving funds from the GEF Agency)[1]
		Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5 M&E			
Contractual services-Company	(A) Conduct the assessments and prepared plans foreseen in the ESMF in the project's Year 1. |Refer to the budget and TOR sections in Annex 9 (Environmental Social Management Framework - ESMF) for all the details. |Details for tendering are also included in Annex 7A (Overview of Technical Consultancies/Subcontracts - work to be tendered out) and Annex 10 (Procurement Plan). Total 250,000				250,000			250,000	UNDP
Contractual services-Company	(B) Costs of addressing emerging and emergency security risks. UNDP's rapid deployment procedures in the case of emergencies will apply for quickly procuring services necessary for securing project personnel, and if needed, staff from MAAP/ANAC, I.P., who are involved in the project as well as staff from responsible parties. Should the funds not be necessary in the first year, they will be transferred through budget revisions to year 2 (and so on and so forth). If by the project's year 7 the amount would not be needed, it can be redistributed to awareness raising and training budget lines. |Total $100,000				100,000			100,000	UNDP
Contractual services-Company	(A) Contractual services-Company, Output 2.1: support the implementation of Output 2.1, specifically Activities 2.1.1 to 2.1.6, by producing high-quality ILUMPs and providing training. with three ILUMPs to be developed covering: 1. Gorongosa–Marromeu Landscape (Eastern Flank); 2. Quirimbas National Park; 3. Rovuma–Lugenda Landscape (Central Corridor): Procurement to be conducted through 3 lots. |Cost: $400,000 |Service		400,000					400,000	UNDP

	provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.								
Contractual services-Company	(B) Contractual services-Company, Output 2.2: support for conducting a comprehensive review, update, and rollout of gender-sensitive SOPs and security plans for patrols, wildlife crime intelligence, and incident response in key protected areas and conservation units, including stakeholder validation and capacity-building, focusing specifically on Activities 2.2.1 to 2.2.5. |Cost: $193,000 |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.		193,000					193,000	UNDP
Contractual services-Company	(C) Contractual services-Company, Output 2.3 on Human-Wildlife Conflict (HWC) policy development, |Service provider to be procured through MAAP/ANAC, I.P., according to NIM procurement rules. |Cost: $120,000 |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.|		120,000					120,000	UNDP
Contractual services-Company	(D) Contractual services-Company, Output 2.4, with a focus on supporting the development and dissemination of a gender- and socially inclusive National Wildlife-Based Economy Strategy and enabling legislation by conducting market assessments, stakeholder consultations, and drafting an implementation roadmap with institutional and financing frameworks, and by specifically focusing on Activities 2.4.1 to 2.4.4. |Cost: $120,000 ||Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.		120,000					120,000	UNDP

Contractual services-Company	(A) Contractual services-Company, Outputs 1.1 and 1.2 (JAPCOCCs): National JAPCOCC Operationalization Support – Equipment, Training and Advisory Services. |Cost: $300,000. |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A	300,000						300,000	UNDP
Contractual services-Company	(B) Contractual services-Company, Output 1.6: New systems and support for modernizing and institutionalize governance mechanisms for conservation in Mozambique, including development of new policy directives, administrative procedures, inter-institutional coordination mechanisms, technical guidelines, associated training, and specifically focusing on Activities 1.6.1 to 1.6.5. |Cost: $150,000 |Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. TOR included in Annex 7A.	150,000						150,000	UNDP
Contractual services-Company	(A) Contractual services-Company. Output 3.3 on the operationalization of the One Health approach in biodiversity-rich areas, addressing the interface between wildlife, livestock, human health, and ecosystem integrity. | MAAP/ANAC, I.P., Intersectoral collaboration. |Total cost: $300,000 | MAAP/ANAC, I.P., will assign part of this lump-sum amount to responsible parties active in the landscape (GRP, WCS and FZS with details in Annex 7B), with exact scope of work to be confirmed during LPAC. |For the portion that will not be assigned to responsible parties, MAAP/ANAC, I.P., will procure a service provider according to NIM procurement rules. The selection process will ensure the service provider has relevant technical expertise in veterinary systems, community engagement, and One Health implementation, in collaboration with government and NGO partners. TOR included in Annex 7A.			300,000				300,000	MAAP/ANAC, I.P.

Contractual services-Company	(B) Engagement of Responsible Party GRP to execute specific activities under Output 3.3 (Veterinary services, One-Health concept, behavioral & social change) within GML. Focus on the Gorongosa sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for GRP, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $189K, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P..			189,000				189,000	MAAP/ANAC, I.P.
Contractual services-Company	(C) Engagement of Responsible Party WCS to execute specific activities under Output 3.3 (Veterinary services, One-Health concept, behavioral & social change) within RLL. Focus on the Niassa Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for WCS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $182K, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P.			182,000				182,000	MAAP/ANAC, I.P.
Contractual services-Company	.(D) Engagement of Responsible Party FZS to execute specific activities under Output 3.3 (Veterinary services, One-Health concept, behavioral & social change) within GML. Focus on the Marromeu Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for FZS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $150K, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P..			150,000				150,000	MAAP/ANAC, I.P.

Contractual services-Company	(A) Contractual services-Company. Output 4.1 through 4.5 on the Integrated Delivery of Knowledge Management, Environmental Education, Communication, and Institutional Capacity-Building. A multidisciplinary service provider (or consortium) will be selected based on experience in education, communication, knowledge management, and institutional capacity-building. Procurements may be split into several lots according to technical packages and timeline. |Total cost: $556,464. |Service provider to be procured through MAAP/ANAC, I.P. according to NIM procurement rules. The selection will ensure the selected service provider has experience in institutional coordination, public policy facilitation, and multisectoral governance. TOR included in Annex 7A.				556,464			556,464	MAAP/ANAC, I.P.
Contractual services-Company	(B) Engagement of Responsible Party GRP to execute specific activities under Component 4 within GML: Outputs 4.1, 4.3 and 4.5, all relating to awareness raising and behavior change. Focus on the Gorongosa sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for GRP, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $400K, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P..				400,000			400,000	MAAP/ANAC, I.P.
Contractual services-Company	(C) Engagement of Responsible Party WCS to execute specific activities under Component 4 within RLL: Outputs 4.1 and 4.5, all relating to awareness raising and behavior change. Focus on the Niassa Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for WCS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $400K, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P..				400,000			400,000	MAAP/ANAC, I.P.

Contractual services-Company	(D) Engagement of Responsible Party FZS to execute specific activities under Component 4 within GML: Output 4.1 relating to awareness raising and behavior change. Focus on the Marromeu Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for FZS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $268K, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P..				268,000			268,000	MAAP/ANAC, I.P.
Contractual services-Company	(A) Engagement of Responsible Party GRP to execute activities under Outputs 1.1 through 1.5 (improved conservation and restoration of wildlife populations in landscapes) within GML. Focus on the Gorongosa sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for GRP, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $1.6M, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P..	1,600,000						1,600,000	MAAP/ANAC, I.P.
Contractual services-Company	(B) Engagement of Responsible Party FZS to execute activities under Outputs 1.1 through 1.5 (improved conservation and restoration of wildlife populations in landscapes) within GML. Focus on the Marromeu Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for FZS, for the scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $0.5M, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P.	500,000						500,000	MAAP/ANAC, I.P.
Contractual services-Company	.(C) Engagement of Responsible Party WCS to execute activities under Outputs 1.1 through 1.5 (improved conservation and restoration of wildlife populations in landscapes) within RLL. Focus on the Niassa Reserve sub-landscape. See Annex 7B, TOR for Candidate Responsible Parties, TOR for WCS, for the	1,500,000						1,500,000	MAAP/ANAC, I.P.

	scope of the work. Other details and requirements per work package under different outputs are in Annex 7A. |Maximum proposed cost envelope: $1.5M, to be confirmed during LPAC in view of contractual engagement by MAAP/ANAC, I.P..								
Contractual services-Company	Contractual services-Company. Output 2.5 on Technical Support for Intersectoral Collaboration and Coordination Mechanisms. | MAAP/ANAC, I.P.., Intersectoral collaboration. |Cost: $120,000 |Service provider to be procured through MAAP/ANAC, I.P. according to NIM procurement rules. The selection will ensure the selected service provider has experience in institutional coordination, public policy facilitation, and multisectoral governance and training of relevant stakeholders at the national and local levels. TOR included in Annex 7A.		120,000					120,000	MAAP/ANAC, I.P.
Contractual services-Individual	(A) Project Team contracting: |**Project Manager** (70% PMC pro rata remuneration referring to managerial tasks and 30% pro rata remuneration referring to technical tasks budgeted for under C1).): |Project Manager: 84 months@5000/month for the pro-rata managerial tasks, Total $420,000.00 |TOR in Annex 16.2.	126,000					294,000	420,000	UNDP
Contractual services-Individual	(B) Project Team contracting: |Procurement and Financial Officer (Senior. Financial Analysis, contract oversight accounting and bookkeeping, Logistics, administrative support, travel management, compliance with UNDP requirements): 84 months@3500/month. Total $294,000.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.						294,000	294,000	UNDP
Contractual services-Individual	Project Team contracting: |**Business Development Advisor** (International): |For 48 months@8500/month. Total $408,000.00 |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.			408,000				408,000	UNDP

Contractual services-Individual	(A) Project Team contracting: |**Biodiversity Conservation Expert**: 78 months@3750/month. Total $292,500 |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2	292,500						292,500	MAAP/ANAC, I.P.
Contractual services-Individual	(B) Project Team contracting: |**IT and GIS Specialist** based at MAAP/ANAC, I.P.: |For 78 months@3000/month. Total $234,000.00 |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.	234,000						234,000	MAAP/ANAC, I.P.
Contractual services-Individual	(A) Project Team contracting: |**Landscape Coordinator & Community Engagement Officer**, **based in Lichinga**, supporting communities in Rovuma-Lugenda |For 78 months@2500/month. Total $195,000.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.			195,000				195,000	MAAP/ANAC, I.P.
Contractual services-Individual	(B) Project Team contracting: |**Landscape Coordinator & Community Engagement Officer, based in Cheringoma** (indicative), supporting communities in Gorongosa-Marromeu Landscape: |For 78 months@2500/month. Total: $195,000.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.			195,000				195,000	MAAP/ANAC, I.P.
Contractual services-Individual	(B) Project Team contracting: |**M&E Expert** (pro rata remuneration divided between M&E tasks with a 30%-weight, and 70% under C4: |M&E Expert (pro rata remuneration divided between M&E and KM tasks, the latter under C4), |For 84 months,@2450/month. Total $205,800.00 (in Comp4). |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.				205,800	88,200		294,000	MAAP/ANAC, I.P.

Contractual services-Individual	(C) Project Team contracting: |**Gender and Safeguards Expert**, for 84 months @3500/month. Total $294,000.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.				294,000			294,000	MAAP/ANAC, I.P.
Contractual services-Individual	(D) Project Team contracting: |**Outreach and Communications, p**art-time 50%: |For 78 months@1875/month. Total $146,250.00. |Remuneration amounts here are proforma costs, to be confirmed during the LPAC. Salary increase progression to be considered through budget revisions. |TOR in Annex 16.2.				146,250			146,250	MAAP/ANAC, I.P.
Equipment	Other supplies (materials and goods), on average $1500 per year x 7 years. |Total: $10,500.						10,500	10,500	MAAP/ANAC, I.P.
Equipment	Other office and equipment (printers, cell phones). Equipment bought in year and cost of cartridges spread across years. Estimates: 1 cell phone for project personnel @$500 x 5 = $2,500. Printers (one in Maputo, 2 with the two Landscape Officer) @$420 x 3 = $1,420. Total cost = $5,500.						5,500	5,500	MAAP/ANAC, I.P.
Equipment	IT equipment for the project's core team (laptops, software subscriptions, IT support for installation). Lump sum estimates are per head for 7 years, with equipment bought in year 1 (@$2500 per unit x 11 units = $27,500) and yearly subscriptions (@$100 per unit x 11 units = $1,100 over 7 years) spread across the years. Total costs: $38,500.						38,500	38,500	MAAP/ANAC, I.P.
Grants	(A) Lumpsum package cost dedicated to low value community grants to be executed by responsible party GRP in the GML, focus on the Gorongosa sub-landscape (pending the results of capacity assessment and confirmation through the LPAC): Total $2M |Refer to descriptions of Outputs 3.1 and 3.2 on grant-making mechanism. The responsible party will be tasked with rolling out the two different grant-making schemes proposed under Outputs 3.1 and 3.2. Disbursements are expected to start in year 2, after due diligence, preparatory work, and after the completion of assessments and plans			2,000,000				2,000,000	MAAP/ANAC, I.P.

	necessary for addressing the UNDP Environmental and Social Safeguards for the project and streamline processes across all project Components, in particular (but not limited to) the “Process Framework”, “Livelihood Action Plan” (both of which are described in Annex 9 ESMF). Refer to explanations on geographical focus and targeted populations in PRODOC Box 3 and to responsible parties' TOR in Annex 7B								
Grants	(B) Lumpsum package cost dedicated to low value community grants to be executed by responsible party WCS in the RLL, focus on the Niassa Reserve sub-landscape (pending the results of capacity assessment and confirmation through the LPAC): Total $1M |Refer to descriptions of Outputs 3.1 and 3.2 on grant-making mechanism. The responsible party will be tasked with rolling out the two different grant-making schemes proposed under Outputs 3.1 and 3.2. Disbursements are expected to start in year 2, after due diligence, preparatory work, and after the completion of assessments and plans necessary for addressing the UNDP Environmental and Social Safeguards for the project and streamline processes across all project Components, in particular (but not limited to) the “Process Framework”, “Livelihood Action Plan” (both of which are described in Annex 9 ESMF). Refer to explanations on geographical focus and targeted populations in PRODOC Box 3 and to responsible parties' TOR in Annex 7B.			1,000,000				1,000,000	MAAP/ANAC, I.P.
Grants	(C) Lumpsum package cost dedicated to low value community grants to be executed by responsible party FZS in the GML, focus on the Marromeu Reserve sub-landscape (pending the results of capacity assessment and confirmation through the LPAC): Total $1M |Refer to descriptions of Outputs 3.1 and 3.2 on grant-making mechanism. The responsible party will be tasked with rolling out the two different grant-making schemes proposed under Outputs 3.1 and 3.2. Disbursements are expected to start in year 2, after due			1,000,000				1,000,000	MAAP/ANAC, I.P.

	diligence, preparatory work, and after the completion of assessments and plans necessary for addressing the UNDP Environmental and Social Safeguards for the project and streamline processes across all project Components, in particular (but not limited to) the “Process Framework”, “Livelihood Action Plan” (both of which are described in Annex 9 ESMF). Refer to explanations on geographical focus and targeted populations in PRODOC Box 3 and to responsible parties' TOR in Annex 7B.								
International Consultants	(A) International MTR Consultant. TOR according to UNDP standards. Budget line managed by default by UNDP and according to procedures UNDP MTRs for GEF funded projects. 40days*780=$31,200. |Total $ 31,200.					31,200		31,200	UNDP
International Consultants	(B) International TE Consultant. TOR according to UNDP standards. Budget line managed by default by UNDP and according to procedures UNDP MTRs for GEF funded projects. 40days*780=$31,200. |Total $ 31,200.					31,200		31,200	UNDP
Local Consultants	(A) Local MTR Consultant. TOR according to UNDP standards. Budget line managed by default by UNDP and according to procedures UNDP MTRs for GEF funded projects. 40days*320=$12,800. |Total $ 12,800					12,800		12,800	UNDP
Local Consultants	(B) Local TE Consultant. TOR according to UNDP standards. Budget line managed by default by UNDP and according to procedures UNDP MTRs for GEF funded projects. 40days*320=$12,800. |Total $ 12,800.					12,800		12,800	UNDP
Local Consultants	Local annual consultancy, starting in year 2, aimed at assisting with PIR data collection and verification. Approx. $350 per day x 180 days over 6 years. Total: $63,000					63,000		63,000	MAAP/ANAC, I.P.
Office Supplies	Office supplies and related costs, on average $1000 per year. |Total: $7,000.						7,000	7,000	MAAP/ANAC, I.P.
Other Operating Costs	Utilities, security services, internet and insurance (2000*7years) = $14,000.00						14,000	14,000	MAAP/ANAC, I.P.
Other Operating Costs	Contribution to UNDP CO's NIM audit exercise. (professional services) -Budget line						28,000	28,000	UNDP

	managed by UNDP. ($4000x7years)=$28,000.00								
Training, Workshops, Meetings	(A) Inception workshop. Total: $11,336					11,336		11,336	MAAP/ANAC, I.P.
Training, Workshops, Meetings	(B) Learning missions and Project Closure Workshop. In connection with Act. 5.2.3) Project closure Workshop. Total: $9,000					9,000		9,000	MAAP/ANAC, I.P.
Training, Workshops, Meetings	Starting in year 2, national / local training workshops in connection with Activity 4.6.3) Facilitation of a GWP Twinning Exchange. Expected 3-4 low cost hybrid events per year, hence approx. 6 events in total @$10,000 per year |Total Costs: $60,000.				60,000			60,000	MAAP/ANAC, I.P.
Training, Workshops, Meetings	Training, Workshops, Meetings. Component 2 (Policy and legislation) various stakeholder engagement and training national workshops under Outputs 2.1 through 2.5. |Cost: $40,000 |Service provider to be procured through MAAP/ANAC, I.P., according to NIM procurement rules. TOR included in Annex 7A.		40,000					40,000	MAAP/ANAC, I.P.
Travel	(A) Travel in connection with the MTR, international and domestic.(B) Travel in connection with the TE, international and domestic.Total for this BL: $15,094					15,094		15,094	UNDP
Travel	Travel (expected as mostly domestic) in connection with national stakeholder engagement and training workshops under Component 2. Average costs @$600 per travelling participant X an estimated total of 100 for up to 5 national workshop events spread over the project's years 2, 3 and 4. |Total costs $60,000.00		60,000					60,000	MAAP/ANAC, I.P.
Travel	Travel (international) of project personnel and selected MAAP/ANAC, I.P. staff in connection with project activities: 4.6.1 (Annual participation in the GWP Global Conference) and 4.6.2 (Participation in regional or thematic GWP Events). Estimated costs @$6000 per PAX per event X an average of 7 missions over 7 years |Total Costs: $42,000.				42,000			42,000	MAAP/ANAC, I.P.
Travel	Travel in connection project operational management, on average $4000 per year x 7 years. |Total: $28,000.						28,000	28,000	MAAP/ANAC, I.P.

Travel	Travel in connection with lessons learning and supervisory missions. Approx. $3100 per year x 7 years. Total: $21,700.00					21,700		21,700	MAAP/ANAC, I.P.
	Project Total	**4,702,500**	**1,053,000**	**5,619,000**	**2,722,514**	**296,330**	**719,500**	**15,112,844**	

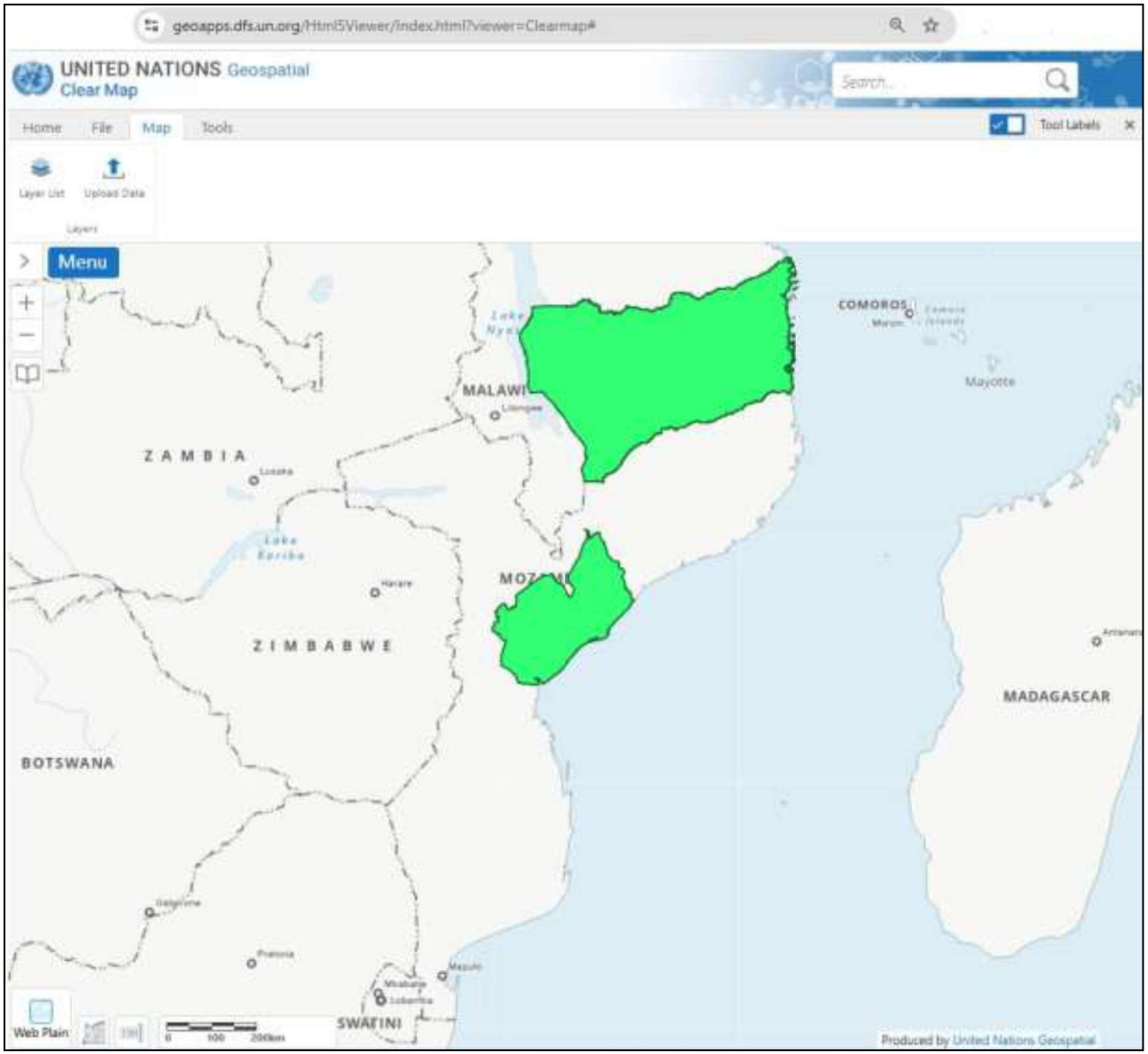
Annex 2: GEF execution support letter

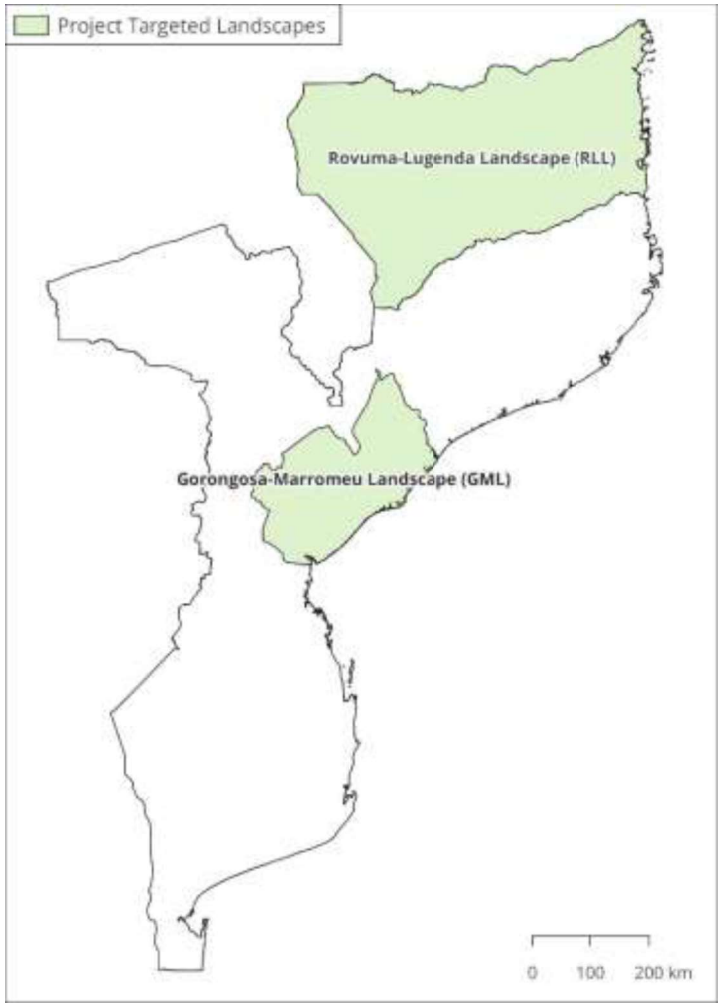
See separate file. LINK (pdf file)

Annex 3: Project map and Geospatial Coordinates of project sites

Geo Name ID	Location Name	Latitude	Longitude	Location Description *(Optional text field)*	Activity Description *(Optional text field)*
1049261	Chimoio	-19.1164	33.48333		
6941935	Gorongosa National Park	-18.6833	34.06667		
1048604	Chitengo	-18.9792	34.35306	HQ of Parque Nacional da Gorongosa	
1024687	Nhamatanda	-19.2692	34.21278	Vila Nhamatanda	
	Gorongosa, Community rangers consultations	-18.9996	34.34914		
1045789	Gorongosa District	-18.609	34.238	ADM	
	Bebedo	-19.0235	34.30561		Community consultations
	Beehives Chidange	-18.4655	34.86864		
	Cateno (community)	-18.5983	34.87389		Community consultations
	Marangira	-12.8845	37.68611		Local government
1040596	Monte Marangira	-13.3406	37.695		
1039141	Mecula	-12.11111,	37.67306		
	Cuchiranga	-12.3789	37.665		Community consultations, near Mecula
1039141	Mecula	-12.1111	37.67306	Centro da comunidade, Mecula	
	Niassa Special Reserve - HQ	-12.1818	37.55028		
9257350	Niassa National Reserve	-11.8804	37.46811		
	Nova Madeira	-12.1337	35.47253		Community consultations within Chipandje Chetu Community Conservation Area
10651614	Marrupa	-13.1888	37.5045300		

Any maps included in this project document conform to maps accepted by the UN Geospatial Information Section (see https://www.un.org/geospatial/mapsgeo)


geoapps.dfs.un.org/Html5Viewer/index.html?viewer=Clearmap#
UNITED NATIONS Geospatial
Clear Map
Search...
Home
File
Map
Tools
Tool Labels
Layer List
Upload Data
Layers
Menu
COMOROS
Moroni
Mayotte
MALAWI
Lilongwe
ZAMBIA
Lusaka
Lake Kariba
Harare
ZIMBABWE
MADAGASCAR
BOTSWANA
Gaborone
Pretoria
Maputo
Mbabane
Lobamba
SWAZILAND
Web Plain
Produced by United Nations Geospatial


Project Targeted Landscapes
Rovuma-Lugenda Landscape (RLL)
Gorongosa-Marromeu Landscape (GML)
0
100
200 km

Annex 4: Multi Year Work Plan

Indicative plan, to be updated and streamlined by the project team during inception.
This version: 12-Jun-2025, prepared originally in Excel.

Priority activities for year 1 include those linked to the inception phase (refer to M&E section of the PRODOC) and those linked to "Output 4.5) Addressing the project's socio-environmental risks, including assessments at local level, incorporation of the gender aspect and the engagement of stakeholders".

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Component 1) Management of Conservation Area Networks														
Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.														
Output 1.1) Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) are established and operational, with gender-sensitive security plans in place														
Activity 1.1.1) Conduct a comprehensive review and enhancement of the existing security plans to combat wildlife crime and illegal wildlife trade in both landscapes (GML and RLL) coupled with a gender sensitive capacity needs assessment in human resources and monitoring equipment			x	x	x									
Activity 1.1.2) Install a national monitoring center at MAAP/ANAC, I.P., allowing the interoperability of data from the existing JAPCOCC, integrating gender-sensitive criteria into the system design.		x	x	x										
Activity 1.1.3) Equip the MAAP/ANAC, I.P., with advanced communication and surveillance technology to respond to the needs identified in Activity 1.1.1		x	x	x										
Activity 1.1.4) Train the adequate personal to ensure the management of data, information and maintenance of the Monitoring system, promoting the equitable participation of women and men.			x	x	x	x	x							
Activity 1.1.5) Promote women's participation in operational and leadership roles within JAPCOCC.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.1.8) GAAP Activity 1.1.1: Design gender-sensitive protocols within security plans.			x	x	x	x								

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 1.1.9) GAAP Activity 1.1.2: Include gender-sensitive indicators in the national monitoring system and ensure that sex-disaggregated data is collected and analyzed.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.1.12) GAAP Activity 1.1.4: Gender sensitivity training for both men and women rangers	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 1.2) Decentralized APCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols.														
Activity 1.2.1) Establish a JAPCOCC center in Inhaminga, Sofala.			x	x	x	x								
Activity 1.2.2) Procure, maintain, and upgrade surveillance equipment and establish a maintenance system		x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.2.3) Train rangers and selected community members, including women, in anti-poaching and intelligence operations.			x	x			x	x			x	x		
Activity 1.2.4) Establish a inclusive community informant network with incentive mechanisms.			x	x	x	x								
Activity 1.2.5) Conduct mock drills and simulations.						x			x			x		
Activity 1.2.6) Promote women's participation in surveillance operations.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.2.7) Develop and roll out a security strategy tailored to the GML and more specifically		x	x	x										
Activity 1.2.8) Establish rapid response teams, including women, for poaching incidents.			x	x	x									
Activity 1.2.9) Develop a centralized landscape-level poaching and wildlife monitoring database.				x	x	x								
Activity 1.2.10) Set up regular information exchange with MAAP/ANAC, I.P., headquarters.							x	x	x	x	x	x	x	x
Activity 1.2.11) Construct and equip the JAPCOCC center in Niassa Special Reserve (NSR).					x	x	x							
Activity 1.2.12) Train rangers and community personnel, including women, in anti-poaching, cross-border coordination, and intelligence.							x							
Activity 1.2.13) Develop and implement a security strategy tailored to RLL, gender-responsive.					x	x	x							

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 1.2.14) Set up rapid response units within NSR and Chipanje Chetu, including women						x	x	x						
Activity 1.2.15) Create a centralized database for wildlife and poaching monitoring in RLL.							x	x						
Activity 1.2.16) Facilitate regular data exchange between RLL sites and MAAP/ANAC, I.P.,							x	x	x	x	x	x	x	x
Activity 1.2.19) GAAP Activity 1.2.3: Train rangers and selected community members, including women, in anti-poaching and intelligence operations.					x	x	x	x	x	x				
Activity 1.2.20) GAAP Activity 1.2.1: Promote women's access to surveillance technologies					x	x	x							
Activity 1.2.21) GAAP Activity 1.2.2: Conduct awareness campaigns to highlight the role of women in technical surveillance roles						x	x	x	x	x	x	x	x	x
Activity 1.2.22) GAAP Activity 1.2.3: Conduct awareness campaigns to highlight the role of women in technical surveillance roles.							x			x			x	
Activity 1.2.23) GAAP Activity 1.2.4: Include training on GBV and sexual harassment prevention in operational trainings, promoting safe and inclusive environments for women in surveillance roles.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.2.24) GAAP Activity 1.2.5: Create an all-female ranger unit in GML or RLL as a model for leadership and inclusion.					x	x	x	x						x
Activity 1.2.25) GAAP Activity 1.2.6: Integrate gender sensitivity and GBV prevention training into all operational and community training sessions.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 1.3) Human-Wildlife Incident Response Units (HWIRU), including both male and female community wildlife guardians, are equipped with smart technologies to collect and document incidents.														
Activity 1.3.1) Train community facilitators, committee members, and community scouts in human-wildlife conflict mitigation and data collection, using an inclusive approach and giving women equal chances to participate in training.							x			x			x	
Activity 1.3.2) Equip the community facilitators and scouts with tools to support conflicts mitigation and management, ensuring equal accessibility for women and men.							x			x			x	

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 1.3.3) Establish the HWC response unit for the Cheringoma Community Conservation Area, Marromeu National Reserve, Niassa Special Reserve, in coordination with the Coutadas and Hunting Block operators existing in each of the landscape, ensuring women's participation in operational and coordination roles.					x	x	x	x						
Activity 1.3.4) Develop a real-time dashboard that captures events and incidents related to human-wildlife conflicts, data collected will be gender-disaggregated.						x	x	x	x	x	x	x	x	x
Activity 1.3.5) Identify and train women as community wildlife guardians.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.3.16) GAAP Activity 1.3.1: Identify and train women as community wildlife guardians.				x	x									
Activity 1.3.17) GAAP Activity 1.3.2: Adapt training content on technologies to enhance comprehension.			x	x	x	x	x	x						
Activity 1.3.18) GAAP Activity 1.3.3: Integrate gender sensitivity and GBV prevention training for HWC unit members, promoting safe, respectful, and inclusive working environments.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.3.19) GAAP Activity 1.3.4: Promote the recognition of women's leadership within communities	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 1.4) Strategically located veterinary and translocation service centers are established in the landscapes and linked to HWIRU														
Activity 1.4.1) Establish a veterinary and translocation service center in Cheringoma CCA.					x	x	x	x						
Activity 1.4.2) Train community wildlife guardians and park staff, including women, in wildlife health surveillance, sample collection, and safe handling.						x	x	x	x					
Activity 1.4.3) Equip the center with field gear, water, cold storage, transport units, and wildlife immobilization and monitoring equipment.					x	x	x							
Activity 1.4.4) Develop protocols for disease surveillance, wildlife rescue, and emergency translocations, integrating gender-sensitive response roles.						x	x	x	x					
Activity 1.4.5) Launch awareness campaigns on zoonotic risk prevention and safe wildlife interaction, targeting both men and women in surrounding communities.		x	x	x	x									

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Output 1.5) The connectivity between important biodiversity source areas is enhanced														
Activity 1.5.1) Establish a legal framework for protecting the wildlife corridors as a CCA.			x	x	x	x								
Activity 1.5.2) Conduct detailed ecosystem and fauna movement assessments to map priority connectivity areas.			x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.5.3) Develop and implement a Process Framework for engaging communities in connectivity restoration, as well as any necessary impact assessments.	x	x	x											
Activity 1.5.4) Plan the restoration steps based on science and community knowledge and participation.					x	x	x	x						
Activity 1.5.5) Design and roll out a fire management program that reduces uncontrolled burning while respecting traditional practices.						x	x	x	x	x	x	x	x	x
Activity 1.5.6) Develop gender-sensitive community land-use plans in the GML corridor (Gorongosa to Marromeu).					x	x	x	x						
Activity 1.5.7) Establish or strengthen community governance structures along the corridor.						x	x	x	x					
Activity 1.5.8) Raise awareness on the importance of corridors, wildlife movement, and coexistence with nature.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.5.9) GAAP Activity 1.5.1: Develop participatory processes for designing ecological corridors with a gender-sensitive approach.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.5.10) GAAP Activity 1.5.2: Incorporate the priorities of rural women in land use planning						x	x	x	x					
Activity 1.5.11) GAAP Activity 1.5.3: Ensure equitable representation in local planning committees.					x	x	x	x	x	x	x	x	x	x
Output 1.6) New conservation-sector directives, support systems and administrative procedures to combat illegal and unsustainable wildlife trade will be developed and applied through a gender responsive approach														
Activity 1.6.1) Conduct Inception with decision makers at national level to secure the buy-in and adopt of innovative technologies on applicability in the field of operations licensing and taxation system.								x	x					

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 1.6.2) Conduct procurement and upgrade the existing innovative technologies system to be consolidated at MAAP/ANAC, I.P., level.			x	x	x	x								
Activity 1.6.3) Conduct a gender responsive training to MAAP/ANAC, I.P., personnel to operationalize the system.			x				x				x			
Activity 1.6.4) Gender responsive workshop to socialize the upgraded innovative system to the relevant stakeholders at GML and RLL for licensing purposes.			x				x				x			
Activity 1.6.5) Gender responsive workshop to socialize the upgraded innovative system to the relevant Government stakeholders (Customs, INAE, Prosecutors, Investigation Officers, Immigration Officers, Conservation Areas Rangers, Environmental Police).			x				x				x			
Activity 1.6.6) Operationalize the upgraded innovative technology to be more effective and meet the existing demand.			x	x	x	x								
Activity 1.6.7) GAAP Activity 1.6.1: Include training on gender equity and digital inclusion to ensure all MAAP/ANAC, I.P., staff can use and lead the upgraded system effectively and inclusively.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.6.8) GAAP Activity 1.6.2: Ensure inclusive participation of women and marginalized groups in workshops, and adapt content to promote equal understanding and use of the licensing system.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.6.9) GAAP Activity 1.6.3: Promote gender balance in workshop participation and include specific content on gender equality, inclusive enforcement, and the role of women in decision-making across enforcement institutions.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Component 2) Strengthening of Policy and Regulatory Frameworks.														
Outcome 2) Strengthen policies, planning and collaboration to combat illegal wildlife trade and promote sustainable wildlife economies														
Output 2.1) Spatial planning and land use instruments, such as Integrated Landscape & Land Use Management Plans (ILUMPs) are developed and/or updated for the benefit of biodiversity covering specific areas through viable and binding and gender responsive management plans.														

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 2.1.1) Develop community land use plans in all communities under the project implementation corridor (Gorongosa national park - Coutada 12 - Courada 11 and Marromeu National Reserve), responsive to gender.			x	x	x	x								
Activity 2.1.2) Develop an inter-district land use plan (Gorongosa, Cheringoma, Marromeu) built from the bottom up, aligned with community-level land use plans and the development aspirations of the corridor districts, and responsive to gender.			x	x	x	x								
Activity 2.1.3) Workshop to present the final Inter-district land use plan to stakeholders and communities.						x	x							
Activity 2.1.4) Disseminate land use plan maps by producing media contents such as radio spots, documents, pamphlets, in local language aiming at communities and stakeholders in the corridor.						x	x	x				x	x	x
Activity 2.1.5) Establishing management council in Quirimbas national park,		x	x											
Activity 2.1.6) Define a gender inclusive governance structure, roles, and responsibilities for Council members			x	x										
Activity 2.1.7) Disseminate and implement the management plan to the conservation areas authorities and relevant stakeholders for the Quirimbas National Park.				x	x									
Activity 2.1.8) Re-activate and disseminate the implementation of CONDE to be functional and gender sensitive as a platform for effective coordination, conservation strategies and conflict management of the Quirimbas National Park.		x	x											
Activity 2.1.9) Workshop between the stakeholders in the Niassa reserve to discuss the development and implementation of an integrated gender responsive land use plan for an improved connectivity between the Reserve and the hunting concessions.				x										
Activity 2.1.10) Organize Niassa Reserve Management council meetings that engage all the stakeholders inside and in the buffer zone of the Reserve, including Chipanje Chetu.				x										
Activity 2.1.11) Disseminate and implement the management plan to the conservation areas authorities				x										

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
and relevant stakeholders for the Niassa Special Reserve.														
Activity 2.1.12) Organize a large landscape planning and coordination meeting between Niassa Special Reserve and neighbors.														
Activity 2.1.13) GAAP Activity 2.1.1. Facilitate women-only community meetings for to ensure that women´s views are incorporated into the land use plans	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.1.14) GAAP Activity 2.1.2 Carry out a gender analysis of community land use in Project implementation corridor, considering matrilineal and patrilineal land inheritance systems		x	x											
Activity 2.1.15) GAAP Activity 2.1.3 Develop and apply gender-sensitive Terms of Reference (ToR) for the inter-district land use plan workshop to ensure inclusive participation of women and marginalized groups.			x											
Activity 2.1.16) GAAP Activity 2.1.4 Facilitate women's participation in workshop			x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.1.17) GAAP Activity 2.1.5 Develop curriculum for training of council members in gender, gender inclusive land use management plans				x	x									
Activity 2.1.18) GAAP Activity 2.1.6 Carry out a gender analysis of CONDE platform to ensure that it is inclusive of the needs and contributions of both men and women		x	x	x										
Activity 2.1.19) GAAP Activity 2.1.7 Gender sensitive Terms of Reference developed for Workshop to ensure gender inclusive participation			x	x										
Activity 2.1.20) GAAP Activity 2.1.8 Facilitate women's participation in workshop	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.1.21) GAAP Activity 2.1.9 Train council members in gender inclusive reserve management			x				x				x			
Output 2.2) Developed and/or revised security plans and standard operational procedures to combat wildlife crime and illegal wildlife trade through a gender sensitive approach														
Activity 2.2.1) Domesticate the SADC Anti-poaching Law Enforcement Action Plan into the National Law Enforcement Action Plan.	x	x												

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 2.2.2) Disseminate the National Law Enforcement Action Plan to the relevant Stakeholders at National level.		x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.2.3) Establish and operationalize the National Illegal Wildlife Crime Unit through coordinated action.		x	x											
Activity 2.2.4) Equip the National Illegal Crime Unit with the working equipment.			x	x										
Activity 2.2.5) Develop a gender sensitive analysis of illegal wildlife trade in Mozambique		x	x	x										
Activity 2.2.6) Develop, approve and operationalize the National Standards Operational Procedures.			x	x										
Activity 2.2.7) Train rangers and other law-enforcement agencies on the Standard Operational Procedures at National level.				x	x	x	x	x	x	x	x	x	x	x
Activity 2.2.8) GAAP Activity 2.2.1 Engage local women's organizations and gender experts in the research design and analysis	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.2.9) GAAP Activity 2.2.2 Include analysis of gender-based violence (GBV) risks and vulnerabilities linked to wildlife crime	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.2.10) GAAP Activity 2.2.3 Ensure the final report includes gender-responsive policy recommendations and is disseminated in accessible formats for communities and institutions	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.2.11) GAAP Activity 2.2.4 Train rangers and other law-enforcement agencies gender and illegal wildlife trade	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 2.3) New National Strategy for Human-Wildlife Coexistence incorporating principles of shared risk management, adopting a gender and socially inclusive approach														
Activity 2.3.1) Review and update the national strategy for the management of human and wildlife coexistence based on the current context and taking into account gender dynamics.		x	x											
Activity 2.3.2) Organize regional workshops and national conference to validate the updated strategy and discuss its implementation and monitoring ensuring strong participation of women.			x											

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 2.3.3) Raise awareness about the strategy through dissemination of the strategy in the media, and direct engagement with communities.			x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.3.4) GAAP Activity 2.3.1. Gender considerations and recommendations included in the updated national strategy for human–wildlife coexistence			x											
Activity 2.3.5) GAAP Activity 2.3.2. Facilitate women's participation in regional and national workshops	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 2.4) National Wildlife-based Economy Strategy and respective legislation to enable wildlife economies, ensuring a gender and socially inclusive approach														
Activity 2.4.1) Review and adapt the existing SADC Wildlife-based Economy Strategy Framework into a National Strategy.			x											
Activity 2.4.2) Review the existing national legislation, regulatory frameworks and institutions in Mozambique related to the wildlife economy, considering the alignment with the SADC wildlife economy framework.			x											
Activity 2.4.3) Conduct a assessment and situational analysis of existing wildlife economy activities, products and services, as well as potential opportunities for new products and services.					x	x								
Activity 2.4.4) Assess gender barriers to accessing sustainable livelihoods in the wildlife economy.						x								
Activity 2.4.5) Conduct a gender inclusive nationwide stakeholder workshop to launch the Gender Responsive wildlife economy framework/strategy.							x							
Activity 2.4.6) Establish a wildlife economy unit at MAAP/ANAC, I.P., including relevant capacity building and with leadership commitment.					x	x	x							
Activity 2.4.7) Engage local communities in the wildlife economy through the development of wildlife value chains, including through working in partnership with Coutadas and other private sector operators and NGO partners in the landscapes.							x	x	x	x	x	x	x	x
Activity 2.4.8) GAAP Activity 2.4.1 Identify gender barriers to accessing sustainable livelihoods in wildlife economy					x	x	x							

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 2.4.9) GAAP Activity 2.4.2 Identify economic opportunities for women in the biodiversity sector.		x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.4.10) GAAP Activity 2.4.3 Ensure equal participation of women in the national workshop					x	x	x							
Activity 2.4.11) GAAP Activity 2.4.4 Integrate gender-responsive content and tools into the national workshop agenda						x	x	x	x	x	x	x	x	x
Output 2.5) Intersectoral collaboration is enhanced at the national level to support the fight against wildlife crime														
Activity 2.5.1) Disseminate the National Law Enforcement Action Plan to the relevant Stakeholders at National level (Prosecutors, Lawyers, Investigation Police, Customs and Environmental Police).							x	x	x					
Activity 2.5.2) Establish and operationalize the National Illegal Wildlife Crime Unit through coordinated action.								x	x					
Activity 2.5.3) Equip the National Illegal Crime Unit with the working equipment.								x	x	x	x	x	x	x
Activity 2.5.4) Develop, approve and ensure the implementation on the ground of the National Standards Operational Procedures.									x					
Activity 2.5.5) Train rangers and other law-enforcement agencies on the Standard Operational Procedures at National level.									x	x	x	x	x	x
Component 3) Generation of socio-economic benefits from responsible management of wildlife populations														
Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach														
Output 3.1) TRANSFORM Livelihoods Innovation Challenge Incentive rolled out, supporting and establishing diversified community livelihoods through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes - 50% of incentives are slated to benefit businesses owned by women or where the majority of employees are women.														
Activity 3.1.1) Develop eligibility criteria with description on priorities areas of intervention, amount		x	x											

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
to be allocated and selection criteria and a positive gender bias														
Activity 3.1.2) Conduct awareness campaigns directed at both women and men in communities around the selected corridors to disseminate the information and the opportunities.			x	x	x	x	x	x	x	x	x	x	x	x
Activity 3.1.3) Provide tailored technical assistance to women, men and youth in business proposal writing.			x	x	x	x	x	x	x	x	x	x	x	x
Activity 3.1.4) Train communities in sustainable business practices, business plan, financial management and market access, throughout the implementation of the selected projects, provide tailored training for women.			x	x	x				x					
Activity 3.1.5) Facilitate market access for sustainable products and services			x	x	x	x	x	x	x	x	x	x	x	x
Activity 3.1.6) GAAP Activity 3.1.1: Design gender-sensitive eligibility criteria for the Livelihoods Innovation Challenge Incentive			x	x	x									
Activity 3.1.7) GAAP Activity 3.1.2: Conduct gender-sensitive awareness campaigns to ensure women and men have equal access to information and opportunities in the wildlife economy.			x	x	x	x	x	x	x	x	x	x	x	x
Activity 3.1.8) GAAP Activity 3.1.3: Provide tailored technical assistance to women and male and female youth in project formulation.			x	x	x	x	x	x	x	x	x	x	x	x
Activity 3.1.9) GAAP Activity 3.1.4:Train communities in sustainable business practices, business plan, financial management and market access, throughout the implementation of the selected projects, provide tailored training for women.				x				x				x	x	x
Output 3.2) Alternative and enhanced livelihoods through mini-grants for supporting the generation of economic benefits for women and men in local communities including through eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept - 50% of the grants are slated to benefit women.														
Activity 3.3.1) Assess and map livelihood opportunities			x	x	x									
Activity 3.3.2) Develop business plans. (or other practical planning instruments) and capacitate communities for feasible opportunities				x	x	x								

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 3.3.3) Approval and allocation of financial resources to the communities for implementing the plans.					x	x	x	x	x	x				
Activity 3.3.4) Train selected community members (with focus on women's groups)						x	x	x						
Activity 3.3.5) Allocate hunting quotas to selected communities in the corridors as an additional mechanism for value chain.							x	x						
Activity 3.3.6) Implement Village Savings and Loan Associations (VSLAs) in selected areas to promote income-generating activities, including women.				x	x	x	x	x	x	x	x	x	x	x
Activity 3.3.7) GAAP Activity 3.2.1: Train individual women and members of women´s associations in the selected communities in developing business plans for implementing selected livelihood initiatives				x		x		x		x		x		x
Activity 3.3.8) GAAP Activity 3.2.2: Support the creation of eco-friendly value chains led by women, such as honey production, handicrafts, sustainable agriculture or eco-tourism services, ensuring market linkage and visibility.			x	x	x	x	x	x	x	x	x	x	x	
Activity 3.3.9) GAAP Activity 3.2.3: Promote Village Savings and Loans Associations (VSLAs) in the targeted landscapes to facilitate			x	x	x	x	x	x	x	x	x	x	x	
Output 3.3) Established veterinary services combining the One-Health concept with behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures														
Activity 3.3.1) Conduct a baseline assessment of zoonotic disease risks—accompanied by maps of high-risk zones—and develop a One Health Action Plan for both landscapes.		x	x											
Activity 3.3.2) Train community-based animal health facilitators to conduct routine check-ups and reporting of animal health issues.		x	x	x										
Activity 3.3.3) Launch community-wide veterinary service campaigns (e.g., dog vaccination, deworming, tick treatment) to reduce disease transmission vectors. Community-wide veterinary service campaigns will be implemented, focusing on dog rabies vaccination, deworming, and tick treatment. These actions aim to reduce disease transmission between domestic			x	x	x									

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
animals, wildlife, and humans, contributing to improved public health and biodiversity conservation.														
Activity 3.3.4) Develop an information system to track vaccinations, animal health, disease outbreaks, and general surveillance indicators.			x	x	x									
Activity 3.3.5) Conduct community-level awareness campaigns to promote good practices and behavior change, ensuring that messaging is gender-sensitive and addresses barriers to participation by women and other marginalized groups.				x	x									
Activity 3.3.6) Coordinate with local veterinary units and support training of veterinary staff on One Health principles and integrated approaches.				x	x	x	x	x	x					
Activity 3.3.7) GAAP Activity 3.3.1 Conduct an analysis of gendered opportunities and barriers to participation in animal health initiatives				x	x	x	x	x	x					
Component 4) Knowledge Exchange and Coordination														
Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.														
Output 4.1) Learning Centers established in the project landscapes, functioning as catalysts for the adoption of sustainable practices and behavioral change by communities, ensuring equitable access for women and men.														
Activity 4.1.1) Upgrade the Cheringoma Community Center using a disability inclusive approach to serve as a hub for the regional community center and cover the needs for Marromeu National Reserve, Coutada 10, 11, 12 and 14, and the Cheringoma Community Conservation Area.			x	x	x									
Activity 4.1.2) Train female and male community members (community facilitators, rangers, leaders, etc.) in the landscape on several conservation themes such as Human and Wildlife coexistence, agroforestry, agro-ecology, environmental education, ecotourism, nature-based solutions, gender and conservation to operate the constructed community centers.				x	x	x	x	x						
Activity 4.1.3) Equip the Cheringoma center with implementation tools and pilot the business plans and					x	x	x							

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
link with the potential markets, using a gender-sensitive approach.														
Activity 4.1.4) Support WCS in finalizing the community center construction based on a disability inclusive approach and equip with gender inclusive material and learning tools.						x	x	x						
Activity 4.1.5) Build the capacity of female and male community members to manage and deliver conservation-related activities in the Learning Centers.						x	x	x	x	x	x			
Activity 4.1.6) Equip the existing community center in Mariri to strengthen its capacity to meet its actual needs of women and men in the community.			x	x	x									
Activity 4.1.7) Participatory systematization of good practices and lessons learned.				x	x		x		x		x			
Activity 4.1.8) Creation of a local knowledge management platform in the Learning Center.				x	x	x	x	x	x	x	x	x		
Activity 4.1.9) Facilitate experience exchange visits between communities and administrative stakeholders from Gorongosa-Marromeu and Rovuma-Lugenda.				x	x	x	x	x	x	x	x	x		
Activity 4.1.10) GAAP Activity 4.1.1: Ensure gender-sensitive training for female and male community members on conservation themes, including gender and conservation, to strengthen their capacity to operate community centers and engage in wildlife economy activities.				x	x	x	x	x	x	x	x	x		
Activity 4.1.11) GAAP Activity 4.1.2: Ensure that the design, construction, and equipment of community centers are gender- and disability-inclusive, providing safe, accessible, and empowering learning environments for women, men, and people with disabilities.				x	x	x	x	x	x	x	x	x		
Activity 4.1.12) GAAP Activity 4.1.3: Develop gender-differentiated training content on sustainable practices and ecotourism.				x	x	x	x	x	x	x	x	x		
Activity 4.1.13) GAAP Activity 4.1.4: Document and systematize gender-related good practices and lessons learned from project implementation.				x	x	x	x	x	x	x	x	x		
Activity 4.1.14) GAAP Activity 4.1.5: Ensure women's meaningful participation and visibility during exchange visits, highlighting their roles, experiences, and leadership in conservation and the wildlife economy.				x	x	x	x	x	x	x	x	x		

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Output 4.2) Partnerships with academic institutions and research centers for the scientific establishment of hunting quotas and wildlife monitoring systems														
Activity 4.2.1) Participatory assessment of the current hunting quota and wildlife monitoring system				x		x		x		x		x		x
Activity 4.2.2) Establish a multi-stakeholder Technical-Scientific Committee, with gender balance, to support decision-making on wildlife management and the sustainable definition of hunting quotas.				x										
Activity 4.2.3) Baseline wildlife studies in priority hunting concessions				x										
Activity 4.2.4) Development of a digital system for wildlife data collection and analysis				x	x	x								
Activity 4.2.5) Preparation of technical guidelines and protocols for sustainable hunting quota definition					x	x								
Activity 4.2.6) Training and exchange programs for researchers and technical staff					x	x								
Activity 4.2.7) GAAP Activity 4.2.1: Ensure gender-balanced composition and integration of gender expertise in the Technical-Scientific Committee for wildlife management and quota setting.					x	x								
Output 4.3) Inclusive campaigns, awareness raising and content for formal education programs are delivered to residents of the target landscape														
Activity 4.3.1) Establish and strengthen inclusive environmental clubs in schools and communities.			x	x	x	x	x	x	x	x				
Activity 4.3.2) Train community facilitators and local officials in inclusive communication and information management.				x	x	x	x	x	x	x				
Activity 4.3.3) Develop inclusive, culturally appropriate informational and educational materials on conservation and wildlife-based economy for use in community clubs, schools, and awareness activities.					x	x	x							
Activity 4.3.4) Implement community-based environmental education campaigns with youth engagement.					x	x	x	x	x	x	x			
Activity 4.3.5) Implement a recognition program for outstanding individuals in conservation.						x	x	x						

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 4.3.6) Train local schoolteachers in environmental education with a gender and inclusion lens.							x	x	x	x				
Activity 4.3.7) Strengthen community media capacities to communicate on conservation, the wildlife economy and climate change.							x	x	x					
Activity 4.3.8) GAAP Activity 4.3.1: Design and implement community awareness campaigns on gender equality, conservation, and climate change, using local media and accessible formats for both women and men					x	x	x	x	x	x	x	x	x	
Output 4.4) Behavioral change at the landscapes' local level														
Activity 4.4.1) Develop and disseminate educational materials to promote biodiversity conservation and sustainable practices.				x	x	x	x	x	x	x	x	x	x	
Activity 4.4.2) Collaborate with national and international authorities to monitor local illegal wildlife product markets and promote gender-responsive, conservation-aligned alternatives.					x	x	x	x						
Activity 4.4.3) Train male and female farmers in sustainable agriculture and fire management practices to reduce deforestation caused by unsustainable land use.						x		x		x		x	x	
Activity 4.4.4) Train and equip male and female community-based conservation rangers to monitor and report illegal activities				x	x	x	x	x	x	x	x	x	x	
Activity 4.4.5) Support the establishment of anonymous wildlife crime reporting system.					x	x	x	x						
Activity 4.4.6) Implement awards for communities showcasing contributions by both women and men showing significant reductions in poaching incidents, through the stablished transparency criteria of evaluation.						x		x		x		x	x	
Activity 4.4.7) Organize community events to celebrate key local and international environmental and cultural days, promoting inclusive participation and conservation awareness.									x	x	x	x	x	
Activity 4.4.8) Develop inclusive ecotourism models that directly benefit local communities while supporting biodiversity conservation.										x				

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 4.4.9) Conduct baseline and regular follow-up surveys to measure changes in attitudes and practices related to biodiversity and environmental management, including a gender perspective.		x	x				x	x				x	x	
Activity 4.4.10) Introduce and train both women and men in the communities on the Monitoring Oriented Management System (MOMS) in Community Conservation Areas.			x					x		x		x	x	
Activity 4.4.11) GAAP Activity 4.4.1: Organize local events, celebrating the relevant local and international days such Mozambique's women's Day, world wildlife day, biodiversity day, ranger, forest day, RAMSAR international day, elephant day, Rhino, with activities such as tree planting, storytelling, theater, etc.		x	x	x	x	x	x	x	x	x	x	x	x	
Activity 4.4.12) GAAP Activity 4.4.2: Integrate gender-equitable benefit-sharing and promote women's participation in the design and implementation of wildlife economy models.	X	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 4.5) Addressing the project's socio-environmental risks, including assessments at local level, incorporation of the gender aspect and the engagement of stakeholders														
Activity 4.5.1) Development of the Environmental and Social Impact Assessment (ESIA) with contextual and participatory approach.	**PRIORITY**	**PRIORITY**												
Activity 4.5.2) Development of the Strategic Environmental and Social Assessment (SESA) to support policy and institutional reform.	**PRIORITY**	**PRIORITY**												
Activity 4.5.3) Implement a Grievance redress mechanism within MAAP/ANAC, I.P., (SEP Activities)	X	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 4.5.4) Development of the Environmental and Social Management Plan (ESMP), including targeted plans derived from the ESIA.	**PRIORITY**	**PRIORITY**												
Activity 4.5.5) Updating and operationalization of the Grievance Redress Mechanism (GRM).	**PRIORITY**	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 4.5.6) Updating of the Comprehensive Stakeholder Engagement Plan (SEP).	**PRIORITY**	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 4.5.7) Capacity building on environmental and social safeguards.	**PRIORITY**	x	x											
Activity 4.5.8) Development of the Security Risk Assessment and a Security Management Plan	**PRIORITY**	x	x	x	x	x	x	x	x	x	x	x	x	x

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Output 4.6) Participation in the Global Wildlife Program (GWP) Knowledge Platform														
Activity 4.6.1) Annual participation in the GWP Global Conference	x		x		x		x		x		x		x	
Activity 4.6.2) Participation in regional or thematic GWP Events	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 4.6.3) Facilitation of a GWP Twinning Exchange	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 4.6.4) Participate in GWP annual knowledge needs assessments and thematic surveys	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Component 5) Monitoring and Evaluation (M&E)														
Outcome 5) The GEF Child project is adequately monitored and evaluated														
M&E Output 5.1) The GEF Child project is adequately monitored: Ensuring that the project implements its M&E plan and that the results communicated through the Project Steering Committee, including the quarterly and annual reports (PIR), the MTR [mid-term review] and the TE [final evaluation] and ensure gender responsiveness														
Activity 5.1.1) Project start-up activities (SEP Activity)	x	x												
Activity 5.1.2) Project Inception Workshop successfully conducted. Inception workshop and stakeholder engagement plan validation (SEP Activities)		x												
Activity 5.1.3) Baseline consultations to inform stakeholders and get their initial inputs/ongoing consultation (SEP Activities)		x												
Activity 5.1.4) Communication strategy; M & E framework and tools; etc. – Development in Q1 and Q2; implementation through the project's duration (SEP Activities)	x	x												
Activity 5.1.5) Track project results and monitor risks: Regular production and dissemination of project reports, including technical reports, lessons learning and supervisory missions	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 5.1.6) Annual preparation of the Project Implementation Report (PIR), including any translation and data collection associated with the activity						x				x				x
Activity 5.1.7) Measure project results in the PAs: Application of the METT tool at mid-term and final evaluations					x	x					x	x		

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-4
Activity 5.1.8) Monitor Environmental and Social Management Plans (ESMP), Gender Action Plan, the Stakeholder Engagement Plan, and the Grievance Redress Mechanism (SEP Activities)	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 5.1.9) Through committees and project board meetings, implement key SEP Activities: Monitoring Evaluation, Accountability, Learning Mechanisms (SEP Activities)		x			x			x			x			x
Activity 5.1.10) Project closure Workshop (SEP Activity)													x	x
Activity 5.1.11) GAAP Activity 5.1.1: Ensure that baseline consultations collect sex-disaggregated data and include dedicated sessions with women and marginalized groups to reflect gender-specific priorities and challenges.	x	x												
Activity 5.1.17) GAAP Activity 5.1.2: Monitor the implementation of the Gender Action Plan, ensuring that gender-related targets are tracked and reported alongside social and environmental safeguards.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 5.1.18) GAAP Activity 5.1.3: Ensure gender-equitable participation and inclusion of women's voices in the final project closure and learning event.													x	x
M&E Output 5.2) The GEF Child Project is evaluated in accordance with UNDP and GEF requirements, and aligned with the standards and learning objectives of the Global Wildlife Program (GWP)														
Activity 5.2.1) Mid-term review - corresponding to "Evaluation (SEP Activities)"				x	x	x								
Activity 5.2.2) Review and make course corrections: MTR Management Response prepared and adjustments to the project strategy applied						x	x	x	x	x	x			
Activity 5.2.3) Terminal Evaluation												x	x	x

Indicative plan, to be updated and streamlined by the project team during inception.
This version: 12-Jun-2025, prepared originally in Excel.

Priority activities for year 1 include those linked to the inception phase (refer to M&E section of the PRODOC) and those linked to "Output 4.5) Addressing the project's socio-environmental risks, including assessments at local level, incorporation of the gender aspect and the engagement of stakeholders".

Project Outcomes, Outputs and Activities	Y1 Q1-2	Y1 Q3-4	Y2 Q1-2	Y2 Q3-4	Y3 Q1-2	Y3 Q3-4	Y4 Q1-2	Y4 Q3-4	Y5 Q1-2	Y5 Q3-4	Y6 Q1-2	Y6 Q3-4	Y7 Q1-2	Y7 Q3-
Component 1) Management of Conservation Area Networks														
Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.														
Output 1.1) Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) are established and operational, with gender-sensitive security plans in place														
Activity 1.1.1) Conduct a comprehensive review and enhancement of the existing security plans to combat wildlife crime and illegal wildlife trade in both landscapes (GML and RLL) coupled with a gender sensitive capacity needs assessment in human resources and monitoring equipment			x	x	x									
Activity 1.1.2) Install a national monitoring center at MAAP/ANAC, I.P., allowing the interoperability of data from the existing JAPCOCC, integrating gender-sensitive criteria into the system design.		x	x	x										
Activity 1.1.3) Equip the MAAP/ANAC, I.P., with advanced communication and surveillance technology to respond to the needs identified in Activity 1.1.1		x	x	x										
Activity 1.1.4) Train the adequate personal to ensure the management of data, information and maintenance of the Monitoring system, promoting the equitable participation of women and men.			x	x	x	x	x							
Activity 1.1.5) Promote women's participation in operational and leadership roles within JAPCOCC.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.1.8) GAAP Activity 1.1.1: Design gender-sensitive protocols within security plans.			x	x	x	x								
Activity 1.1.9) GAAP Activity 1.1.2: Include gender-sensitive indicators in the national monitoring system and ensure that sex-disaggregated data is collected and analyzed.	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Activity 1.1.12) GAAP Activity 1.1.4: Gender sensitivity training for both men and women rangers	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 1.2) Decentralized APCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols.														

Annex 5: UNDP Social and Environmental Screening Procedure (SESP)

UNDP Social and Environmental Screening Template (v. July 2022)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)
2. Project Number (i.e. Quantum project ID, PIMS+) GEF ID	GEF Project ID number:
3. Location (Global/Region/Country)	Mozambique
4. Project stage (Design or Implementation)	PPG
5. Date	02-Jun-2025

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The project's main objective is to strengthen the integrated management of wildlife conservation and livelihoods improvement at the landscape in central and northern Mozambique through transformative approaches. The project has been developed and will be implemented through a deeply participatory approach to include all concerned groups, with particular attention to the participation and inclusion of women, youth and vulnerable individuals and groups. The project has been designed and will be implemented in line with the HRBA (Human Rights Based Approach), considering that the project activities, outputs and outcome are contributing to strengthen the capabilities of both duty-bearers and rights-holders towards the realization of human rights as well as to address challenges such as gender inequalities, climate change and environmental degradation, violations of the rights of the child, preserving peace and security, and managing migration or responding to crises, such as pandemics. The project has been designed and will be implemented using the HRBA methodology, and, therefore, considering the principle of (principle 1) human rights for all; (principle 2) meaningful and inclusive participation and access to decision-making; (principle 3) non-discrimination and equality; (principle 4) accountability and rule of law for all; and (principle 5) transparency and access to information supported by disaggregated data. Some concern related to possible impacts on Human rights has been identified during PPG, such as the possible impacts of activities under output 1.2 (Joint Anti-Poaching Coordination and Operational Centers - JAPCOCC are equipped with innovative remote patrolling and surveillance technologies and qualified staff), or under output 2.2 (Developed and revised security plans and standard operational procedures to combating wildlife crime and poaching), or under output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small-sized enterprises for nature-positive means of income generation in the target landscapes). The impacts will be assessed further during project implementation and the risks will be mitigated by the assessment and management plans identified, such as a human rights-based assessment and management plan, in line with the UNDP's new Human Rights Assessment Toolkit and Guidance. The HRBA will be enhanced through the Human Rights Training for Law Enforcement Officers/Community

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Rangers) applying URSA guidance. The HRBA will be strengthen also through the implementation of the Gender Action Plan, focusing on Gender and Diversity (principle 3) During PPG, field visits have been carried out, led by international and national consultants. During each visit, the team carried out stakeholders' consultations, with national and local authorities, local communities, civil society organizations, and the private sector The PPG team collected feedback from stakeholders and the perceived impacts of the project have been taken into consideration for developing the project proposal, including the safeguards documents. During stakeholders' consultations, different groups and individuals have been engaged, and the consultations have been done in Portuguese and in local language, to ensure the integration of the point of views of all the stakeholders. The project will ensure that community members, including vulnerable groups or marginalized groups, benefit equitably from project activities. All the findings of consultations process have been incorporated, in order to build the sustainability of the project on participatory processes. The project will actively engage stakeholders at all levels through targeted outreach and consultation efforts, including a Grievance Redress Mechanism. The project will ensure that all the groups and also individuals involved or interested in the activities will be consulted and informed all along the project implementation. The project will also include in the Stakeholder Engagement Plan a specific focus on ensuring the inclusion of all the groups and individuals involved, to ensure the equal opportunities for access to project activities also of people originals from other geographical areas, and in order to avoid conflicts among groups with different origins. Local communities will be involved in decision-making processes relevant to their rights and livelihoods such as on access to resources. The project will provide capacity enhancement, regular meetings, and ensure involvement in each stage of the process. The above dynamics are important elements underpinning a human rights-based approach, which will be mainstreamed and well-integrated in all the project's components.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The project embraces a gender-responsive approach, and aspiring to be gender transformative, aligned with the UNDP Gender Equality Strategy 2022–2025, the ANAC Gender Strategy (2023), and international commitments such as the UN SDG 5 on Gender Equality, CEDAW, and the Beijing Platform for Action. The project recognizes that gender equality is not only a matter of rights and justice but also a critical factor for achieving effective, inclusive, and sustainable conservation outcomes. During PPG, a Gender Analysis and Gender Action Plan have been developed. The Gender Action Plan provides the foundation to ensure that gender is systematically integrated into all stages of the project—design, implementation, monitoring, and evaluation. It includes tailored strategies and activities to enhance women's participation in leadership and operational roles, support gender-sensitive training and awareness, address existing gaps in data and monitoring systems, and reduce gender-based vulnerabilities. Through this plan, the project seeks to close gender gaps in conservation governance and ensure that both women and men equitably benefit from project outcomes. It also contributes directly to the GEF-8 goals of gender mainstreaming and social inclusion across environmental interventions. The project adopts a comprehensive, intersectional, and gender-responsive approach to gender mainstreaming, recognizing that gender equality is not only a human rights imperative but also a catalyst for sustainable conservation and inclusive development. The project's strategy aims to ensure that gender considerations are fully integrated across all components, activities, and levels of implementation—from planning and operations to monitoring and evaluation. It reflects the understanding that gender norms, male bias, and structural inequalities affect women's and men's access to, participation in, and benefit from conservation and land governance processes, particularly in rural and marginalized communities. To address these disparities, the project outlines both cross-cutting and gender-specific interventions that are aligned with legal mandates and field realities.
Briefly describe in the space below how the project mainstreams sustainability and resilience
The project will take into consideration the local structure, context and practices related to wildlife conservation and livelihoods activities, and proposing changes that gear these livelihoods towards gradually become more sustainable and resilient, while strengthening the beneficiaries' sense of ownership of sustainability transformation. Therefore, the project implementation will ensure the involvement not only of institutional and formal groups in activities under Output 3.2 (such as Develop business plans. (or other practical planning instruments) and capacitate communities for feasible opportunities; Approval and allocation of financial resources to the communities for implementing the plans; Train selected community members (with focus on women's groups), but also of informal groups and individuals within the landscapes who are or would like to be involved in the project activities and embrace the integrated landscape management approach, but lack the knowledge and opportunity to do so. Sustainability will be ensured through capacity building at the institutional, systemic and individual levels, addressing e.g. the most pressing barriers to a more equitable distribution of benefits from the wildlife economy, while protecting biodiversity and safeguarding the sustainable flow of ecosystem services from the landscapes. This will be complemented by robust monitoring tools that will enable adaptive management of the plans and strategies, drawing lessons from project interventions. The project will strengthen coordination processes, enabling participatory planning and actions in the relevant economic sectors across the landscapes. This is expected to lead to systems transformation and assist in the project's capacity-building replication efforts on local practices, leading to sustainability.

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
The project is in line with UNDP objectives to strengthen the resilience of societies to the impact of shocks, disasters, conflicts and emergency situations, to implement the sustainable management, conservation and rehabilitation of natural habitats (and their associated biodiversity and ecosystem functions), and to develop and implement sustainable development pathways. This is especially important because Mozambique is a country highly affected by climate driven disasters such as floods, tropical storms and strong winds and wildfires. The project will help reduce poverty and inequality through its landscape management activities and policy reform activities. Finally, the project will promote sustainable solutions that will respect the sociocultural and economic landscapes, enhance livelihood practices and ensure that practices are adapted to the challenges the country and the population will face in a climate change context.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The Project Board will ensure that the project's Grievance Redress Mechanism is in place, accessible to the public and to project stakeholders and that all grievances are addressed in a timely and acceptable manner in line with the UNDP SES. UNDP's Accountability Mechanism, which includes the Social and Environmental Compliance Review (SECU) and Stakeholder Response Mechanism (SRM) will also serve as an additional layer of grievance redress and empower stakeholders to demand accountability at all levels. Stakeholders, especially amongst less educated rural populations, will be proactively informed about their rights as well as the Grievance Mechanisms. A Comprehensive Stakeholder Engagement Plan has been developed during PPG, ensuring that all the groups, including minorities, are correctly involved in the project implementation and M&E. The project, in line with UNDP principles, promotes accountability to stakeholders by: (i) enabling active local community engagement and participation in decision-making, particularly those at risk of being left behind; (ii) ensuring transparency of interventions through provision of timely, accessible and functional information regarding supported activities, including on potential environmental and social risks and impacts and management measures; (iii) ensuring stakeholders can communicate their concerns and have access to rights-compatible complaints redress processes and mechanisms; and (iv) ensuring effective monitoring—and where appropriate, participatory monitoring with stakeholders—and reporting on implementation of social and environmental risk management measures. The Comprehensive Stakeholder Engagement Plan, the Grievance Redress Mechanism and the Gender Action Plan, will put in place a mechanism that will ensure the accountability to stakeholders. The process of accountability to stakeholder started during PPG, to ensure that the views of Stakeholders will be taken into consideration during project implementation. The project includes all the elements of the Accountability to stakeholders: Stakeholder engagement and response mechanism, Monitoring, Reporting and Compliance and Access to Information. The monitoring process will involve stakeholders - such as affected communities and independent experts - to complement or verify the monitoring activities. The project's Comprehensive Stakeholder Engagement Plan identifies the different ways of involving stakeholders, such as information, communication, consultation, and direct involvement in project activities. All these processes will be reported – through the most appropriate mechanism, adapted to the local context – and will be part of project monitoring and reporting processes. The project activities and related progress will be disclosed at project inception phase and during project implementation in line with the M&E process. UNDP is committed to making information about its programmes and operations available to the public. UNDP considers public access to information a key component of effective participation of all stakeholders in the human development process

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: Limited capacity to develop and/or implement socially inclusive and human rights-based policies and plans **Principle: Human Rights** **(Questions: P2, P3, P4, P5, P6, P7** **Event:** Government agencies may have limited capacity to develop or implement policies and plans in a socially-inclusive and human rights-based manner, leading to adverse impacts on the enjoyment of human rights by project-affected people **Causes:** the risk is related to the policy-level interventions (planned as project activities) that do not include all relevant stakeholders or do not take their rights, needs and interests into full account – such as activities under Output 2.1 (Elaborated and adopted spatial land use instruments, Integral Landscape Management Plans and updated conservation area management plans), Output 2.2 (Developed and revised security plans and standard operational procedures to combating wildlife crime and poaching), Output 2.3 (New National Strategy for Human-Wildlife Coexistence incorporating principles of shared risk management), Output 2.4 (National Wildlife-based Economy Strategy and respective legislation to enable wildlife economies), and Output 2.5 (New conservation-sector directives (e.g. asset tracking, interoperability, e-verification, R-MEET/Ramsar site Management	I = 3 L = 3	Moderate		Output 2.1, 2.2, 2.3, 2.4 and 2.5 will be informed by application of scoped SESA (Strategic Environmental and Social Assessment) principles and methods. These will ensure that: • all relevant social and environmental priorities to be addressed by the policy reforms/planning interventions are identified and assessed; • gaps in the institutional, policy and legal frameworks to address these issues are identified (with appropriate remediation/capacity-building measures built into the resulting policies/plans); • potential adverse social and environmental impacts associated with the policies/plans are identified (and a framework for mitigating them included in an Action Matrix); • all decision makers and stakeholders have a common understanding and give their broad support for implementation. The risk will be also mitigated by the **Human Rights Assessment ad Management Plan,** that will be developed to ensure the alignment with the HRBA. The project's **Comprehensive Stakeholder Engagement Plan** – has been developed to guide inclusive and appropriately-customized engagement with all categories of stakeholders throughout project cycle from design to implementation. To ensure that the needs and interests of all decision-makers and all vulnerable and marginalized groups are adequately accommodated, **site-level stakeholder analyses** will be conducted and **site-based stakeholder engagements conducted** with customized strategies to address each stakeholder grouping.

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
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Effectiveness Tracking Tool -) and administrative procedures in support of the utilization of innovative technologies in field operations of conservation area management to combat illegal and unsustainable wildlife trade and protect threatened wildlife species from overexploitation, including non-detrimental impact analysis which will be applicable nationwide) **Impacts:** • Adverse or inequitable/discriminatory impacts, especially on vulnerable or marginalized communities • Restrictions in availability or quality of or access to resources, in particular for marginalized or vulnerable groups • Exacerbation of conflicts – between communities or between communities and government officials. • Discrimination and exclusion from project benefits of the most vulnerable individuals and groups. This may lead to grievances and possible project rejection by affected people. **Risk Owner:** PMU				The development of the site-based Stakeholder Engagement plans will be informed by a **rapid vulnerability assessment** that identifies vulnerable groups based on clear criteria. Community/stakeholder engagements have been conducted during the design/ PPG and stakeholder engagement report prepared. The project's Comprehensive Stakeholder Engagement Plan describes a Grievance Redress Mechanism for addressing complaints arising from project-led activities, and stakeholders will have access to UNDP's Accountability Mechanism The risk will be mitigated also though the implementation of the **Gender Action Plan** –that will ensure that women and men are equally made aware of their rights in terms of accessing to project benefits. .
Risk 2: Risk of human rights violations during law enforcement for anti-poaching, protection of wildlife corridors, combating illegal and unsustainable wildlife trade and management of HWC	I = 4 L =2	Moderate		The risk will be mitigated by the following: • An integrated **Human Rights Assessment ad Management Plan** incorporating conflict and security mitigations measures • **A Human rights-based Training** for law enforcers

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(Standard 3: Community Health, Safety and Security (question: 3.7) **Event:** Increase of the human wildlife conflicts in the project areas **Causes:** This risk will apply especially to activity focused on engaging local communities in the wildlife economy through the development of wildlife value chains (Output 2.4), including through community quotas working in partnership with Coutadas. **Impacts:** • People and wildlife can be injured or killed • Crops, infrastructure, and homes can be damaged • Farmers and herders can lose their income • Wildlife can carry diseases that affect humans • Humans and wildlife may compete for water and grazing land • Human activities like agriculture, infrastructure development, and urbanization can destroy wildlife habitats **Risk owner:** PMU				(following USAID guidelines) • The development of a Code of Conduct/Ethics for law enforcers (following URSA (Universal Rangers Support Alliance) Global Action Plan) • Appropriate communications channels set up to facilitate communication and conflict resolution between communities and law enforcers • Regular monitoring
Risk 3: Lack of accountability to Stakeholders **Principle: Accountability** **(questions: P.13, P14, P15)**	I = 4 L =2	Moderate		Development and implementation of **Comprehensive Stakeholder Engagement Plan to ensure** inclusive and appropriately-customized engagement with all categories of stakeholders throughout project implementation.

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Event: Weak or non-inclusive engagement leading to exclusion of some potentially affected stakeholders from decision making that affects them from benefitting equitably from project interventions, in particular marginalized and vulnerable groups. **Causes**: This is a cross-cutting risk and could arise from any project activity if stakeholder engagement is ineffective and channels for addressing complaints are not available or unknown to stakeholders. **Impacts**: • Inequitable participation and distribution of project benefits, leading to weak ownership by stakeholders • Grievances, that escalate, potentially leading to human rights violations **Risk owne**r: PMU, UNDP				Development and implementation of the project's **Grievance Redress Mechanism**. it will be well **communicated to** all stakeholders using appropriate means **and** operationalized within three months from project inception phase. The conflict assessment (see above) should assess risks of reprisals (and related likelihood) against communities who express grievances and identify measures for addressing these – beyond the general project GRM) Accountability, in line with the HRBA, will be ensured through the identification – at project inception phase - of the relevant duty bearers (in line with the Comprehensive Stakeholders Engagement Plan), the identification of their duty to the affected rights holders (especially vulnerable individuals and groups), and of the mechanisms to hold duty bearers accountable. All stakeholders will have access the **UNDP Accountability Mechanism,** and will be informed of how they can access it. The **M&E Framework developed for the project has** specific indicators and targets for tracking stakeholder engagement and operation of the GRM, in line with priorities set in the Stakeholder Engagement Plan. Progress with implementation will be reported in the annual PIR. An **annual Stakeholder Engagement Report** will also be prepared by the PMU and made publicly available. To promote transparency and accountability, all SES documents, along with other key project documents will be **publicly disclosed** in line with UNDP's policy on public disclosure of project information.
Risk 4: Negative changes in the habitats including in environmentally sensitive areas Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management (Questions: 1.1, 1.2, 1.3, 1.4, 1.5, , 1.13)	I = 4 L =4	Substantial	The activities included in the listed outputs may lead to changes in the structure of livelihood activities and relations with and access to	A **scoped Environmental and Social Impact Assessment (ESIA)** will be developed during the first year of project implementation, focusing on the impacts of the identified Outputs. The main impacts are expected to be related to (1) the

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Event: Project activities may lead to adverse changes in the natural habitat, including in environmentally sensitive areas or near protected areas. **Cause:** The risk is related to activities in the newly established conservation areas planned under Output 2.1 (Elaborated and adopted spatial land use instruments, Integral Landscape Management Plans and updated conservation area management plans), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs) and Output 3.3 (Veterinary services established, combining the One-Health concept with behavioral and social change management) **Impacts:** • Changes in livelihood activities due to changes in the ecosystem services • Negative impacts on local natural habitats and on health and nutrition of local communities who depend on the ecosystem for livelihood. Habitat loss and fragmentation			natural resources for local communities, with indirect impacts on biodiversity	dissemination and implementation of the management plan to the conservation areas authorities and relevant stakeholders for the Quirimbas National Park and Niassa Special Reserve (Output 2.1), (2) the facilitation of the access to market for sustainable products and services (Output 3.1), (3) the allocation of hunting quotas to selected communities in the corridors as an additional mechanism for value chain (Output 3.2), and (4) the launch of community-wide veterinary service campaigns (e.g., dog vaccination, deworming, tick treatment) to reduce disease transmission vectors (Output 3.3). An **Environmental and Social Management Plan (ESMP)** will be developed, based on the ESIA's findings. Development of a **comprehensive Stakeholder Engagement Plan – which includes a Grievance Redress** for engaging the communities in decisions that may lead to impact on their habitat.
Risk 5: Economic displacement of groups and most vulnerable individuals and	I = 4 L =4	Substantial	The risk has been rated as substantial considering the	A rapid livelihoods, resource-use and land tenure assessment to be conducted following participatory approach to determine

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disruption of land tenure systems **Standard 5 Displacement and Resettlement (question 5.2, 5.4)** **Event**: Project activities may lead to restrictions on access to natural resources (such as land) used by communities to support their livelihoods. Restrictions on access to and availability of resources or land as sources of livelihoods, and/or disruptions to prevailing land tenure arrangements (with or without land title) **Causes**: Project activities that may trigger access restrictions include the ones under Output 1.5 (The connectivity between important biodiversity source areas, such as between Gorongosa National Park core area and Gorongosa Mountain or Niassa Special Reserve and Lake Amaramba, is restored or enhanced), Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes) and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs) **Impacts**: • Loss of livelihood for communities in the project area			project focus on livelihoods activities, and the changes that the project will introduce. Although project design has been developed considering this risk, management measures are needed to ensure the sustainability of the intervention and the importance to keep low the possible impacts on the local context.	current resource use patterns and how these will be affected by planned project activities, who will be affected and how they will be affected. The above assessment will inform the preparation of the project Process Framework to establish a process by which the affected persons/ communities will participate and identify measures to mitigate impacts on their livelihoods. The Process Framework will guide the development of a Livelihoods Action Plan (or Action Plans) where economic displacement risks are confirmed. The measures identified in the LAP will be integrated in the implementation of Outcome 2 and Outcome 3. The LAP will incorporate a rapid **vulnerability analysis** to ensure that targeted measures are developed to address economic displacement impacts on the most vulnerable or marginalized communities. The vulnerability analysis will need to take into account that there are project stakeholders who have experience prior displacement in the project's domain. **The PMU must monitor potential impacts of any displacement on the project affected communities.** A comprehensive Stakeholder Engagement Plan – which includes a **Grievance Redress Mechanism** has been developed for engaging the communities in decisions that may lead to restricted access.

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• Changes/erosion of local resources-use practices • Reduced income for communities in the project area • Increased poverty for vulnerable groups and individuals in the project area • Social conflicts between groups and/or individuals with different opportunities to access to resources **Risk owner:** PMU				
Risk 6. Dangers and negative risks for the health of employees. **Standard 7: Labour and Working Conditions (Questions: 7.6)** **Event:** Project activities related to the creation of alternatives and enhanced livelihoods and economic benefits may lead to physical hazard and safety risks for workers involved in the project **Cause:** the risk is related to the impacts of activities under Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs e.g.?), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes e.g?) and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs e.g.)	I = 3 L = 3	Moderate		A project Occupational/Community Health and Safety Plan (**OHSP**) will be developed and implemented, considering the Health and Safety procedures already in place for other projects implemented by UNDP in the same sector. The OHSP will be also implemented by the private sector entities and other partners involved in the project activities. The OHSP will take into consideration the findings of the scoped ESIA and will be an annex of the ESMP, that will be developed during the first year of project implementation. Occupational health and safety risks will be managed through application of the highest possible standards in line with relevant national legislation and international recommendations advocated by the International Labour Organization. This will be regularly monitored by the PMU. All workers will be provided with appropriate health and safety training and be adequately equipped to perform project-supported work safely.

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Impacts: • negative impacts on health related to occupational processes for rangers, vet workers and law enforcement staff • negative impacts on the overall ecosystem in the project area. **Risk owner:** PMU				
Risk 7. Conditions hazardous to the health and safety and security of community members and other stakeholders. **Standard 3: Community Health, Safety and Security (questions 3.2, 3.4, 3.6)** **Event:** Project activities related to the creation of alternative and enhanced livelihoods and economic benefits may lead to physical hazard and safety risks for project stakeholders. **Cause:** the risk is related to the impacts of activities under Output 1.2 (JAPCOCC are equipped with innovative remote patrolling and surveillance technologies and qualified staff), Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes) and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco	I = 3 L = 3	Moderate		The **scoped ESIA** will assess the impacts of the identified outputs to the community health, safety and security. The mitigation measures will be included in the scoped **ESMP,** that will be developed during the first year of project implementation. Risk and hazard analysis will be undertaken during implementation and prevention measures applied to safeguard community members and other stakeholders.

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job-based programs) **Impacts:** • Exposure of community members to health, safety and security risks from project activities • negative impacts on health of local communities and other stakeholders • negative impacts on the overall ecosystem in the project area. • Increased cases of grievances **Risk owner:** PMU				
Risk 8: Generation of waste and release of pollutants into the environment **Standard 8: Resource Use Efficiency and Pollution (questions 8.1, 8.2, 8.4, 8.5, 8.6)** **Event**: The creation of alternative livelihood may generate waste and cause release of pollutants into the environment **Causes**: The risk is related to activities under Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes) and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs)	I = 3 L =3	Moderate		The project will manage the risk through **activities design,** based on **targeted waste/pollution and resource use efficiency assessments**, in line with any national regulatory requirements and international best practices. A **Waste Management** and **Pesticide/Chemicals Management Plan** will be developed at project inception phase in line with applicable national regulatory requirements and international standards. The **Waste Management** and **Pesticide/Chemicals Management Plan** will take into consideration the findings of the **scoped ESIA** and will be an annex of the **ESMP,** that will be developed during the first year of project implementation.

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Impacts: • pollution from accumulated waste in the environment • • Dangers/negative impacts on air, soil or water in the project areas • Potential harm to human health • Undermining of intended positive biodiversity and ecological outcomes **Risk owner:** PMU				
Risk 9: Discriminatory /unsafe working conditions and child labour **Standard 7 Labour and working conditions (questions: 7.1, 7.2, 7.3, 7.5, 7.6)** **Event**: Labour practices may not conform to international norms and standards, especially with regards to child labour and discriminatory/unsafe conditions **Causes**: The risk is related to the labour practices and working conditions for the implementation of activities, especially the ones under Output 1.1 (Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) are established and with security plans operational, serving as logistics, coordination and monitoring hubs for information and resources exchange across both landscapes and for cross-border coordination), Output 1.2 (JAPCOCC are equipped with innovative remote patrolling and surveillance technologies and qualified staff), Output 1.3 (Human-wildlife-incident	I = 3 L = 3	Moderate		During project implementation, work opportunities will be made available equitably to all sectors of society, ensuring that vulnerable groups such as unskilled workers, women, youth, those living with disability, in remote areas or in deep poverty are given fair opportunities. Child labour – that could be a risk inherent to the context – will be avoided, ensuring that international standards are applied. As per Principle 6 (Supporting ranger welfare through good employment conditions) of the URSA (Universal Ranger Support Alliance) "Safeguarding the Rights and Well-being of Rangers", the project will take into consideration (and implement actions accordingly) the following: The significant aspects of a work environment are the company/organization's culture, the physical environment and the employment conditions: • Company culture refers to the way a company and its employees operate, including what effective communication looks like, the company's goals and values. E.g.: Code of Conduct. • Physical environment refers to the physical conditions a ranger works under, which will play a crucial role in

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response units (HWIRU) engaging community wildlife guardians are equipped with smart technologies to collect and document incidents), Output 1.4 (National veterinary and translocation service centers are established in the landscapes and linked to HWIRU), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs) **Impacts**: • Increase of inequality between men and women and between other groups and individuals in the labour market in the project area • Children may drop out of school in favour of working (also to meet family needs) in the project area • Exposure of workers to injuries and security incidents while on duty. **Risk owner:** PMU				enabling them to accomplish their work successfully. In the case of rangers, it can refer to the location of the place they work, which is almost always outdoors and thus it can also refer to the equipment they have to explore this outdoor place, as well as the physical facilities such as toilets, a place to sleep, office place, etc. and equipment. • Employment conditions include the formal terms under which rangers are hired, such as the rate of pay, contract of employment and length of the workday (or workdays). It refers to work-life balance, workplace safety, but it can also cover recreational activities and other initiatives to promote a healthy workplace. Specific and detailed action will be added to the OHSP that will be developed during project implementation.
Risk 10: Risk of exposure to impacts of climate change and natural disasters **Standard 2: Climate Change and disaster risks (questions 2.2, 2.3)** **Event**: Project outputs 3.1 and 3.2 will be vulnerable to climate-induced impacts such as severe droughts, floods and/or increased	I = 3 L =3	Moderate		**During early implementation, a Climate Vulnerability/Risk assessment** will be carried out as part of **scoped ESIAs** to: • Identify likely climate change trends and scenarios; • assess risk exposure of proposed activities/outputs, especially under Output 3.1 and 3.2 • identify and evaluate community exposure and vulnerability and develop **climate risk preparedness plans** (as part of the project's **ESMP**) where risk is substantial or high

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temperatures. **Causes**: This cross-cutting risk will apply especially to Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs) **Impacts**: Increased vulnerability of project outputs and communities dependent on them, leading to potential failure to deliver any benefits for biodiversity or people. **Risk owner:** PMU				• identify measures that the project can take to avoid, adapt to or reduce/mitigate project impacts though, for example, siting of activities (in least risk-prone areas), use of low-carbon technologies in operations (e.g. solar-powered energy for tourism operations); and developing risk-preparedness plans (for outputs and communities depend on them). • identify climate risk information to be included in training programmes) and knowledge sharing platforms and climate-related parameters for inclusion in the M&E process. • Climate proofing of outputs to be considered (where possible) at design stage. The following **principles will be integrated into the design of project activities:** • Adaptive Management: Implement adaptive management strategies to respond to changing climate conditions during the project implementation, including extreme weather events. • Resilience Building: Focus on building the resilience of communities and ecosystems to climate change impacts, including capacity building on adaptation techniques • Community Involvement: Engage local communities in planning and implementing of adaptation and other activities to ensure local ecological knowledge is incorporated into the activities
Risk 11: Increase of gender inequality – with worsening of conditions of women. **Principle: Gender Equality and Women's Empowerment (questions P.9, P.10, P.11, P.12)** **Event:** The project may reproduce existing inequality between women and men and discrimination and disparities faced by women, especially regarding participation in decision-making, design, implementation and access to project opportunities and benefits	I = 4 L = 4	Substantial	Project activities focusing on enhancement of livelihood activities may lead to exclusion of women who cannot have knowledge on proposed activities or access to the natural resources needed to carry out livelihood activities. The exclusion may lead to increase of inequalities already present in the project areas.	**The Gender Analysis and Action Plan** developed identifies the needs, opportunities and strategies relevant to overcoming the barriers that currently constrain women's participation in livelihood activities. The GAP is ground-truthed during early implementation through site-based analyses. The **Gender Action Plan will be integrated** – if needed – with the findings of the scoped ESIA, that will be developed during the first year of implementation. The **design of activities** under Outcome 3 in particular makes

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and pre-existing discriminatory practices based on gender in the project area **Causes:** The risk is related to all project activities, if women's needs and interests are not adequately factored into design and implementation of interventions and/or if women are not given equitable access to benefits from project-supported activities. However, the risk is linked especially to Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), where the involvement of men and women in processes related to livelihood may not be done considering the local specificities of roles, responsibilities and capacity to access to opportunities of men and women **Impacts:** • Worsening of the social and economic condition of women and reproduction of existing discriminations against women; • Limitations on women's ability to use, develop and manage resources taking into account the different roles of women and men • Livelihoods displacement and increased impoverishment (for the most vulnerable individual – women and men) and associated social impacts related to				specific provision for addressing gender inclusion (for example through gender-specific capacity building) and the project's **indicator framework includes gender disaggregated targets**. The project will develop a participatory and gender-inclusive **M&E system**, which will include measures for assessing improvements in women's ability to access, use and protect natural resources The project's **Grievance Redress Mechanism** will be gender-sensitive.

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food security and other aspects of family well-being and social cohesion. **Risk Owner:** PMU				
Risk 12: Impacts on tangible and/or intangible cultural heritage. **Standard 4 Cultural Heritage (questions 4.1, 4.3, 4.4, 4.5)** **Event**: Adverse impacts on sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture and on local practices. **Causes**: This risk will apply especially to Output 3.3 (Veterinary services established, combining the One-Health concept with behavioral and social change management), Output 4.1 (Established Learning Centers in the landscapes acting as accelerators for the adoption of new practices and behavioral change by communities, especially in food production and ecotourism and in their attitudes towards wildlife, including the promotion of agroforestry as alternative to annual crop agriculture in corridor and buffer zone areas), Output 4.2 (Campaigns, awareness raising and contents for formal education programs are delivered to residents of the target landscape) and Output 4.3 (Induced behavioral change in residents of target landscapes with regards to illegal wildlife trade, unsustainable demands in wildlife products and poaching and positive attitudes towards biodiversity translate from verbal change to action; this includes targeted	I = 4 L = 4	Substantial		**Targeted Cultural Heritage Impact Assessment** (including intangible and intangible cultural heritage) will be included in the scoped ESIA, that will be developed during the first year of project implementation. Findings will be captured in the **Cultural Heritage Management Plan** (as part of the project's **ESMP**). The assessment will incorporate at least: • Situation analysis and landscape descriptions that include mapping of sites of cultural/spiritual significance • Preliminary analysis of cultural heritage context at the targeted project sites • An assessment of traditional knowledge linked to the use of natural resource. • Assessment of site-specific impacts The Cultural Heritage Management Plan should include provision for chance find procedures, in line with applicable national requirements. Assessment of cultural heritage risks must include meaningful and effective **stakeholder consultations** (which must be comprehensively documented), and must be conducted in line with requirements under any national regulatory bodies with jurisdiction over cultural heritage, guidance of local and/or international cultural heritage experts and the UNDP SES on Standard 4.

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Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
programs to reduce deforestation for crop production and the uncontrolled use of fire) considering the possible impacts of activities (involving behavioral changes) on local practices and, therefore, on tangible and intangible cultural practices and heritage. **Impacts**: • Changes in use of natural resources may lead to erosion of cultural practices and traditions and breakdown in cultural values/social cohesion • Project activities may cause physical damage at sites of cultural heritage value (e.g. sacred sites) • Increased number of grievances and possible objections towards the project by community members affecting the outcome of the project. **Risk Owner:** PMU				
Risk 13. Risk of human wildlife conflict in the project area **Standard 3: Community Health, Safety and Security** **(questions: 3.6, 3.7)** **Event:** Increase of the human wildlife conflicts in the project areas **Causes: This risk will apply especially to activity focused on e**ngaging local communities in the wildlife economy through the development of wildlife value chains, including through community quotas working in partnership with	I = 3 L =3	Moderate		A Human – Wildlife Conflict assessment will be carried out, as part of the Human Rights Impact Assessment that will be developed during the project implementation. The risk has been taken into consideration during project design phase and will be mitigated by project activities such as the ones planned under Output 1.3 (Human-wildlife-incident response units (HWIRU) engaging community wildlife guardians are equipped with smart technologies to collect and document incidents**)**

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Coutadas. **Impacts:** • People and wildlife can be injured or killed • Crops, infrastructure, and homes can be damaged • Farmers and herders can lose their income • Wildlife can carry diseases that affect humans • Humans and wildlife may compete for water and grazing land • Human activities like agriculture, infrastructure development, and urbanization can destroy wildlife habitats **Risk Owner:** PMU				
Risk 14. The project may put the project personnel and project beneficiaries in danger considering the high level of insecurity in the project area **Standard 3: Community Health, Safety and Security** **(Questions: 3.7)** **Event**: The people participating in the implementation of all the activities, and especially the ones under outputs 1.2 through 1.6 under Component 1, and 3.1 and 3.2, under Component 3 will be vulnerable to the impacts of insecurity in the project area. **Causes**: This cross-cutting risk will apply to all project activities and especially to Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of	I = 5 L = 5	High	The security situation in the area could create an operational risk. However, the project itself may put at risk the project staff and beneficiaries, considering the area where is implemented	The risk will be mitigated by the undertaking of security/conflict risk assessment and implementation of the Security plan that will be developed at project inception phase. The assessment will make reference to the provisions in GEF Guidance Note on Fragile and Conflict-Affected Situations Additionally, the Security Risk Assessment and Security Management Plan (SRA/SMP) for the MOZ TRANSFORM project will serve as a key safeguard tool to systematically identify, assess, and mitigate the risks posed by heightened insecurity in the northern project landscape, particularly in the Rovuma–Lugenda Landscape (RLL). Given the presence of non-State armed groups (NSAGs) and recent violence in Niassa Province, the SRA will map specific risk zones, assess threat levels for staff and beneficiaries, and evaluate the potential impact of security incidents on planned field activities—especially those under Component 1 (Outputs 1.2–1.6) and Component 3 (Outputs 3.1 and 3.2), which involve direct community engagement and livelihood interventions.

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs) **Impacts:** • Project personnel and beneficiaries can be injured, killed. • Communities may be displaced, aggravating the humanitarian crisis and generalized vulnerability that already affects provinces in the north of Mozambique. • A worsening of the security situation in areas where the project will be implemented or near those could create an additional operational risk and costs to the project. In extreme cases, conservation and wildlife management activities may need to be suspended or cancelled. There would be delays in achieving outcomes in the Rovuma–Lugenda Landscape (RLL). The project may experience reduced stakeholder trust. **Risk Owner:** PMU advised directly by UN Security				The Security Management Plan will translate the risk findings into actionable mitigation measures. It will define safe operational zones, establish standard operating procedures (SOPs) for field missions, and introduce protocols for emergency evacuation, real-time security communication, and remote monitoring. Special focus will be placed on ensuring the safety of community partners, local SMEs, and field personnel involved in delivering livelihood and conservation programs—particularly those in areas more exposed to conflict dynamics. To reduce exposure, the plan will adopt a tiered approach to implementation, prioritizing secure zones (e.g., areas currently supported by WCS between Hunting Blocks L4 and L7 in Mecula District), with flexibility to delay, relocate, or adapt activities in response to local security assessments. Training for staff and implementing partners on personal safety, conflict-sensitive engagement, and early warning systems will be built into project onboarding and refresher cycles. By operationalizing these strategies, the SRA/SMP will ensure that the project can continue delivering results while minimizing risks to human life, avoiding unintended harm, and maintaining stakeholder confidence—even in a volatile context. It will also support real-time decision-making and adaptive planning, in close coordination with OCHA, UNDSS, local authorities, and humanitarian actors on the ground.
	QUESTION 4: What is the overall project risk categorization?			
		Low Risk	☐	
		Moderate Risk	☐	
		Substantial Risk	☐	

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*				**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***		***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
			High Risk	X	Overall, the risk rating for this project is High (A total of 14 risks have been identified: 1 risk is rated as *High*, 4 risks are rated as *Substantial,* and 9 risks are rated as *Moderate)* To meet the SES requirements the following have been prepared: (1) Comprehensive Stakeholder Engagement Plan; (2) Gender Analysis and Gender Action Plan (3) Grievance Redress Mechanism, (4) Security management Plan To mitigate the identified risks a scoped **SESA** is required for Outputs 2.1, 2.2, 2.3, 2.4, 2.5, as detailed assessment of the cumulative project-wide risks under the upstream planning, policy and strategic components. An **Action Matrix** will report the actions to be implemented based on the SESA findings. A scoped **ESIA** (integrating a Cultural Heritage Impact Assessment), a Human-Wildlife Conflict Assessment and a Human Right Impact assessment will be developed during the first year of project implementation. An **ESMP** will be developed within the first year of project implementation, based on the ESIA findings, and including the following: • A **Waste Management and Pesticide/Chemicals Management Plan** • The mitigation measures for impacts on Cultural Heritage. An **Occupational /community Health, security and Safety Plan (OHSP), to mitigate risks on** Health, safety and security of workers, communities and other project stakeholders. An effective, transparent, free-to-access **project-level grievance redress mechanism** will be put in place to ensure that all issues and concerns will be reported, discussed and addressed. **Security Management Plan**, in light of the increased safety and security risks.

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
				A Process Framework will be developed because key activities will take place in a protected area and it is therefore important to ensure inclusive consultation, participation, and fair compensation for communities potentially affected by land use planning and access restrictions in protected areas.

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)

Question only required for Moderate, Substantial and High-Risk projects

Is assessment required? (check if "yes")	X			***Status? (completed, planned)***
if yes, indicate overall type and status		X	Targeted assessment(s) Gender Analysis	Completed
		X	ESIA (scoped Environmental and Social Impact Assessment) –	Planned
		X	SESA (scoped Strategic Environmental and Social Assessment)	Planned
Are management plans required? (check if "yes)	X			

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**		
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***		
			If yes, indicate overall type	X	Targeted management plans: Gender Action Plan Comprehensive Stakeholder Engagement Plan Process Framework Livelihood Action Plan Full design, operationalization and dissemination of project Grievance Redress Mechanism Waste Management and Pesticide/Chemicals Management Plan Security management Plan	 Completed Completed Planned Planned Planned Planned Planned

			X	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	Planned
			X	ESMF (Environmental and Social Management Framework)	Completed
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	X			
	Gender Equality and Women's Empowerment	X			
	Accountability	X			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	X			
	2. Climate Change and Disaster Risks	X			
	3. Community Health, Safety and Security	X			
	4. Cultural Heritage	X			
	5. Displacement and Resettlement	X			
	6. Indigenous Peoples				
	7. Labour and Working Conditions	X			
	8. Pollution Prevention and Resource Efficiency	X			

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

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.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind **Human Rights**		**Answer (Yes/No)**
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	N
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Y
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	Y
Would the project potentially involve or lead to:		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Y
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	Y
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	Y
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	Y
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	N
Would the project potentially involve or lead to:		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	Y
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Y
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	Y
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	Y

[16] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Y
P.14	grievances or objections from potentially affected stakeholders?	Y
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	Y
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	Y
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Y
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Y
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	Y
1.5	exacerbation of illegal wildlife trade?	Y-
1.6	introduction of invasive alien species?	N
1.7	adverse impacts on soils?	N
1.8	harvesting of natural forests, plantation development, or reforestation?	N
1.9	significant agricultural production?	N
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	N
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	N
1.12	handling or utilization of genetically modified organisms/living modified organisms?[17]	N
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	Y
1.14	adverse transboundary or global environmental concerns?	N
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		

[17] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
[18] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	Y
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	Y
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	Y
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	N
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	N
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	Y
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	N
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	Y
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	Y
3.7	influx of project workers to project areas?	Y
3.8	engagement of security personnel to protect facilities and property or to support project activities?	N
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	Y
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	N
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Y
4.4	alterations to landscapes and natural features with cultural significance?	Y
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Y
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	N

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Y
5.3	risk of forced evictions?[19]	N
5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Y
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	N
6.2	activities located on lands and territories claimed by indigenous peoples?	N
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.* *	N
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	N
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	N
6.8	risks to the physical and cultural survival of indigenous peoples?	N
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	N
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	Y
7.2	working conditions that may deny freedom of association and collective bargaining?	Y
7.3	use of child labour?	Y
7.4	use of forced labour?	N
7.5	discriminatory working conditions and/or lack of equal opportunity?	Y
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	Y

[19] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Y
8.2	the generation of waste (both hazardous and non-hazardous)?	Y
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	N
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	Y
8.5	the application of pesticides that may have a negative effect on the environment or human health?	Y
8.6	significant consumption of raw materials, energy, and/or water?	Y

Annex 6: UNDP Risk Register

Project Title: Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)	Project Number: UNDP PIMS ID number: 6699 GEF Project ID number: 11150	Date: 09-Jun-25

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	SES Risk 1: Limited capacity to develop and/or implement socially inclusive and rights-based policies and plans Standard Human Rights (Questions: P2, P3, P4, P5, P6, P7) **Event:** Government agencies may have limited capacity to develop or implement policies and plans in a socially inclusive and rights-based manner, leading to adverse impacts on the enjoyment of human rights by project-affected people	The risk is related to the policy-level interventions (planned as project activities) that do not include all relevant stakeholders or do not take their rights, needs and interests into full account – such as activities under Output 2.1 (Elaborated and adopted spatial land use instruments, Integral Landscape Management Plans and updated conservation area management plans), Output 2.2 (Developed and revised security plans and standard operational procedures to combating wildlife crime and poaching), Output 2.3 (New National Strategy for Human-Wildlife Coexistence incorporating principles of shared risk management), Output 2.4 (National Wildlife-based Economy Strategy and respective legislation to enable wildlife economies), and Output 2.5 (New conservation-sector directives (e.g. asset tracking, interoperability, e-verification, R-MEET/Ramsar site Management Effectiveness Tracking Tool –[_]) and administrative procedures in support of the utilization of innovative technologies in field operations of conservation area management to combat illegal and unsustainable wildlife trade and protect threatened wildlife species from overexploitation, including non-detrimental impact analysis which will be applicable nationwide)	• Adverse or inequitable/discriminatory impacts, especially on vulnerable or marginalized communities • Restrictions in availability or quality of or access to resources, in particular for marginalized or vulnerable groups • Exacerbation of conflicts – between communities or between communities and government officials. • Discrimination and exclusion from project benefits of the most vulnerable individuals and groups. This may lead to grievances and possible project rejection by affected people.	**1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	Output 2.1, 2.2, 2.3, 2.4 and 2.5 will be informed by application of scoped SESA (Strategic Environmental and Social Assessment) principles and methods. These will ensure that: • all relevant social and environmental priorities to be addressed by the policy reforms/planning interventions are identified and assessed; • gaps in the institutional, policy and legal frameworks to address these issues are identified (with appropriate remediation/capacity-building measures built into the resulting policies/plans); • potential adverse social and environmental impacts associated with the policies/plans are identified (and a framework for mitigating them included in an Action Matrix); • all decision makers and stakeholders have a common understanding and give their broad support for implementation. The risk will be also mitigated by the Human Rights Assessment and Management Plan, that will be developed to ensure the alignment with the HRBA. The project's Comprehensive Stakeholder Engagement Plan – has been developed to guide inclusive and appropriately-customized engagement with all categories of stakeholders throughout project cycle from design to implementation. To ensure that the needs and interests of all decision-makers and all vulnerable and marginalized groups are adequately accommodated, site-level stakeholder analyses will be conducted and site-based stakeholder engagements conducted with customized strategies to address each stakeholder grouping. The development of the site-based Stakeholder Engagement plans will be informed by a rapid vulnerability assessment that identifies vulnerable groups based on clear criteria. Community/stakeholder engagements conducted during the design/ PPG and stakeholder engagement report prepared. The project's Comprehensive Stakeholder Engagement Plan describes a Grievance Redress Mechanism for addressing complaints arising from project-led activities, and stakeholders will have access to UNDP's Accountability Mechanism The risk will be mitigated also though the implementation of the Gender Action Plan –that will ensure that women and men are equally made aware of their rights in terms of accessing to project benefits.

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
2	SES Risk 2: Risk of human rights violations during law enforcement for anti-poaching, protection of wildlife corridors, combating illegal and unsustainable wildlife trade and management of HWC (Standard 3: Community Health, Safety and Security (question: 3.7) **Event:** Increase of the human wildlife conflicts in the project areas	This risk will apply especially to activity focused on engaging local communities in the wildlife economy through the development of wildlife value chains, including through community quotas working in partnership with Coutadas.	• People and wildlife can be injured or killed • Crops, infrastructure, and homes can be damaged • Farmers and herders can lose their income • Wildlife can carry diseases that affect humans • Humans and wildlife may compete for water and grazing land • Human activities like agriculture, infrastructure development, and urbanization can destroy wildlife habitats	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **4 - Highly likely** Impact: **2 - Minor** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	The risk will be mitigated by the following: • An integrated Human Rights Assessment and Management Plan incorporating conflict and security mitigations measures • A Human rights-based Training for law enforcers (following USAID guidelines) • The development of a Code of Conduct/Ethics for law enforcers (following URSA (Universal Rangers Support Alliance) Global Action Plan) • Appropriate communications channels set up to facilitate communication and conflict resolution between communities and law enforcers • Regular monitoring
3	SES Risk 3: Lack of accountability to Stakeholders Principle: Accountability (questions: P.13, P14, P15) **Event:** Weak or non-inclusive engagement leading to exclusion of some potentially affected stakeholders from decision making that affects them from benefitting equitably from project interventions, in particular marginalized and vulnerable groups.	This is a cross-cutting risk and could arise from any project activity if stakeholder engagement is ineffective and channels for addressing complaints are not available or unknown to stakeholders.	• Inequitable participation and distribution of project benefits, leading to weak ownership by stakeholders • Grievances, that escalate, potentially leading to human rights violations	**1. SOCIAL AND ENVIRONMENTAL (1.3. Grievances (Accountability to stakeholders)) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **4 - Highly likely** Impact: **2 - Minor** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	Development and implementation of Comprehensive Stakeholder Engagement Plan to ensure inclusive and appropriately customized engagement with all categories of stakeholders throughout project implementation. Development and implementation of the project's Grievance Redress Mechanism. it will be well communicated to all stakeholders using appropriate means and operationalized within three months from project inception phase. The conflict assessment (see above) should assess risks of reprisals (and related likelihood) against communities who express grievances and identify measures for addressing these – beyond the general project GRM) Accountability, in line with the HRBA, will be ensured through the identification – at project inception phase - of the relevant duty bearers (in line with the Comprehensive Stakeholders Engagement Plan), the identification of their duty to the affected rights holders (especially vulnerable individuals and groups), and of the mechanisms to hold duty bearers accountable. All stakeholders will have access the UNDP Accountability Mechanism and will be informed of how they can access it. The M&E Framework developed for the project has specific indicators and targets for tracking stakeholder engagement and operation of the GRM, in line with priorities set in the Stakeholder Engagement Plan. Progress with implementation will be reported in the annual PIR. An annual Stakeholder Engagement Report will also be prepared by the PMU and made publicly available. To promote transparency and accountability, all SES documents, along with other key project documents will be publicly disclosed in line with UNDP's policy on public disclosure of project information.
4	SES Risk 4: Negative changes in the habitats including in environmentally sensitive areas Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management (Questions: 1.1, 1.2, 1.3, 1.4, 1.5, , 1.13) **Event:** Project activities may lead to adverse	The risk is related to activities in the newly established conservation areas planned under Output 2.1 (Elaborated and adopted spatial land use instruments, Integral Landscape Management Plans and updated conservation area management plans), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income	• Changes in livelihood activities due to changes in the ecosystem services • Negative impacts on local habitats and on health and nutrition of local communities	**1. SOCIAL AND ENVIRONMENTAL (1.4. Biodiversity conservation and sustainable natural resource management) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **4 - Highly likely** Impact: **2 - Minor** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	A scoped Environmental and Social Impact Assessment (ESIA) will be developed during the first year of project implementation, focusing on the impacts of the identified Outputs. The main impacts are expected to be related to (1) the dissemination and implementation of the management plan to the conservation areas authorities and relevant stakeholders for the Quirimbas National Park and Niassa Special Reserve, (2) the facilitation of the access to market for sustainable products and services, (3) the allocation of hunting quotas to selected communities in the corridors as an additional mechanism for value chain, and (4) the launch of community-wide veterinary service campaigns (e.g., dog vaccination, deworming, tick treatment) to reduce disease transmission vectors.

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	changes in the natural habitat, including in environmentally sensitive areas or near protected areas.	generation in the target landscapes), Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs) and Output 3.3 (Veterinary services established, combining the One-Health concept with behavioral and social change management)						An Environmental and Social Management Plan (ESMP) will be developed, based on the ESIA's findings. Development of a comprehensive Stakeholder Engagement Plan – which includes a Grievance Redress for engaging the communities in decisions that may lead to impact on their habitat.
5	SES Risk 5: Economic displacement of groups and most vulnerable individuals and disruption of land tenure systems Standard 5 Displacement and Resettlement (question 5.2, 5.4) **Event:** Project activities may lead to restrictions on access to natural resources (such as land) used by communities to support their livelihoods. Restrictions on access to and availability of resources or land as sources of livelihoods, and/or disruptions to prevailing land tenure arrangements (with or without land title)	Project activities that may trigger access restrictions include the ones under Output 1.5 (The connectivity between important biodiversity source areas, such as between Gorongosa National Park core area and Gorongosa Mountain or Niassa Special Reserve and Lake Amaramba, is restored or enhanced), Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes) and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs)	• Loss of livelihood for communities in the project area • Changes/erosion of local resources-use practices • Reduced income for communities in the project area • Increased poverty for vulnerable groups and individuals in the project area • Social conflicts between groups and/or individuals with different opportunities to access to resources	**1. SOCIAL AND ENVIRONMENTAL (1.8. Displacement and resettlement) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	A rapid livelihoods, resource-use and land tenure assessment to be conducted following participatory approach to determine current resource use patterns and how these will be affected by planned project activities, who will be affected and how they will be affected. The above assessment will inform the preparation of the project Process Framework to establish a process by which the affected persons/ communities will participate and identify measures to mitigate impacts their livelihoods. The Process Framework will guide the development of a Livelihoods Action Plan (or Action Plans) where economic displacement risks are confirmed. The measures identified in the LAP will be integrated in the implementation of Outcome 2 and Outcome 3. The LAP will incorporate a rapid vulnerability analysis to ensure that targeted measures are developed to address economic displacement impacts on the most vulnerable or marginalized communities. The vulnerability analysis will need to take into account that there are project stakeholders who have experience prior displacement in the project's domain. The PMU must monitor potential impacts of any displacement on the project affected communities. A comprehensive Stakeholder Engagement Plan – which includes a Grievance Redress Mechanism has been developed for engaging the communities in decisions that may lead to restricted access.
6	SES Risk 6. Dangers and negative risks for the health of employees. Standard 7: Labor and Working Conditions (Questions: 7.6) **Event:** Project activities related to the creation of alternatives and enhanced livelihoods and economic benefits may lead to physical hazard and safety risks for workers involved in the project	the risk is related to the impacts of activities under Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes) and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs)	• negative impacts on health related to occupational processes • negative impacts on the overall ecosystem in the project area.	**1. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working conditions) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	A project Occupational/Community Health and Safety Plan (OHSP) will be developed and implemented, considering the Health and Safety procedures already in place for other projects implemented by UNDP in the same sector. The OHSP will be also implemented by the private sector entities and other partners involved in the project activities. The OHSP will take into consideration the findings of the scoped ESIA and will be an annex of the ESMP, that will be developed during the first year of project implementation. Occupational health and safety risks should be managed through application of the highest possible standards in line with relevant national legislation and international recommendations advocated by the International Labor Organization. This must be regularly monitored by the PMU. All workers will be provided with appropriate health and safety training and be adequately equipped to perform project-supported work safely.

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7	SES Risk 7. Conditions hazardous to the health and safety and security of community members and other stakeholders. Standard 3: Community Health, Safety and Security (questions 3.2, 3.4, 3.6) **Event:** Project activities related to the creation of alternative and enhanced livelihoods and economic benefits may lead to physical hazard and safety risks for project stakeholders.	The risk is related to the impacts of activities under Output 1.2 (JAPCOCC are equipped with innovative remote patrolling and surveillance technologies and qualified staff), Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes) and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs)	• Exposure of community members to health, safety and security risks from project activities • negative impacts on health of local communities and other stakeholders • negative impacts on the overall ecosystem in the project area.	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	The scoped ESIA will assess the impacts of the identified outputs to the community health, safety and security. The mitigation measures will be included in the scoped ESMP, that will be developed during the first year of project implementation. Risk and hazard analysis will be undertaken during implementation and prevention measures applied to safeguard community members and other stakeholders.
8	SES Risk 8: Generation of waste and release of pollutants into the environment Standard 8: Resource Use Efficiency and Pollution (questions 8.1, 8.2, 8.5) **Event**: The creation of alternative livelihood may generate waste and cause release of pollutants into the environment	The risk is related to activities under Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes) and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs)	• pollution from accumulated waste in the environment • • Dangers/negative impacts on air, soil or water in the project areas • Potential harm to human health • Undermining of intended positive biodiversity and ecological outcomes	**1. SOCIAL AND ENVIRONMENTAL (1.11. Pollution prevention and resource efficiency) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	The project will manage the risk through activities design, based on targeted waste/pollution and resource use efficiency assessments, in line with any national regulatory requirements and international best practices. A Waste Management and Pesticide/Chemicals Management Plan will be developed at project inception phase in line with applicable national regulatory requirements and international standards. The Waste Management and Pesticide/Chemicals Management Plan will take into consideration the findings of the scoped ESIA and will be an annex of the ESMP, that will be developed during the first year of project implementation.

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9	SES Risk 9: Discriminatory /unsafe working conditions and child labor Standard 7 Labor and working conditions (questions: 7.1, 7.2, 7.3, 7.5, 7.6) **Event:** Labor practices may not conform to international norms and standards, especially with regards to child labor and discriminatory/unsafe conditions	The risk is related to the labor practices and working conditions for the implementation of activities, especially the ones under Output 1.1 (Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) are established and with security plans operational, serving as logistics, coordination and monitoring hubs for information and resources exchange across both landscapes and for cross-border coordination), Output 1.2 (JAPCOCC are equipped with innovative remote patrolling and surveillance technologies and qualified staff), Output 1.3 (Human-wildlife-incident response units (HWIRU) engaging community wildlife guardians are equipped with smart technologies to collect and document incidents), Output 1.4 (National veterinary and translocation service centers are established in the landscapes and linked to HWIRU), Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs)	• Increase of inequality between men and women and between other groups and individuals in the labor market in the project area • Children may drop out of school in favor of working (also to meet family needs) in the project area • Exposure of workers to injuries and security incidents while on duty.	**1. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working conditions) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	During project implementation, work opportunities will be made available equitably to all sectors of society, ensuring that vulnerable groups such as unskilled workers, women, youth, those living with disability, in remote areas or in deep poverty are given fair opportunities. Child labor – that could be a risk inherent to the context – will be avoided, ensuring that international standards are applied. As per Principle 6 (Supporting ranger welfare through good employment conditions) of the URSA (Universal Ranger Support Alliance) "Safeguarding the Rights and Well-being of Rangers", the project will take into consideration (and implement actions accordingly) the following: The significant aspects of a work environment are the company/organization's culture, the physical environment and the employment conditions: • Company culture refers to the way a company and its employees operate, including what effective communication looks like, the company's goals and values. E.g.: Code of Conduct. • Physical environment refers to the physical conditions a ranger works under, which will play a crucial role in enabling them to accomplish their work successfully. In the case of rangers, it can refer to the location of the place they work, which is almost always outdoors and thus it can also refer to the equipment they have to explore this outdoor place, as well as the physical facilities such as toilets, a place to sleep, office place, etc. and equipment. • Employment conditions include the formal terms under which rangers are hired, such as the rate of pay, contract of employment and length of the workday (or workdays). It refers to work-life balance, workplace safety, but it can also cover recreational activities and other initiatives to promote a healthy workplace. Specific and detailed action will be added to the OHSP that will be developed during project implementation.
10	SES Risk 10: Risk of exposure to impacts of climate change and natural disasters Standard 2: Climate Change and disaster risks (questions, 2.2, 2.3) **Event:** Project outputs 3.1 and 3.2 will be vulnerable to climate-induced impacts such as severe droughts, floods and/or increased temperatures.	This cross-cutting risk will apply especially to Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs)	Increased vulnerability of project outputs and communities dependent on them, leading to potential failure to deliver any benefits for biodiversity or people.	**1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	During early implementation, a Climate Vulnerability/Risk assessment will be carried out as part of scoped ESIAs to: • Identify likely climate change trends and scenarios; • assess risk exposure of proposed activities/outputs, especially under Output 3.1 and 3.2 • identify and evaluate community exposure and vulnerability and develop climate risk preparedness plans (as part of the project's ESMP) where risk is substantial or high • identify measures that the project can take to avoid, adapt to or reduce/mitigate project impacts though, for example, siting of activities (in least risk-prone areas), use of low-carbon technologies in operations (e.g. solar-powered energy for tourism operations); and developing risk-preparedness plans (for outputs and communities depend on them). • identify climate risk information to be included in training programmes) and knowledge sharing platforms and climate-related parameters for inclusion in the M&E process. • Climate proofing of outputs to be considered (where possible) at design stage. The following principles will be integrated into the design of project activities: • Adaptive Management: Implement adaptive management strategies to respond to changing climate conditions during the project implementation, including extreme weather events.

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								• Resilience Building: Focus on building the resilience of communities and ecosystems to climate change impacts, including capacity building on adaptation techniques • Community Involvement: Engage local communities in planning and implementing of adaptation and other activities to ensure local ecological knowledge is incorporated into the activities
11	SES Risk 11: Increase of gender inequality – with worsening of conditions of women. Principle: Gender Equality and Women's Empowerment (questions P.9, P.10, P.11, P.12) **Event:** The project may reproduce existing inequality between women and men and discrimination and disparities faced by women, especially regarding participation in decision-making, design, implementation and access to project opportunities and benefits and pre-existing discriminatory practices based on gender in the project area	The risk is related to all project activities, if women's needs and interests are not adequately factored into design and implementation of interventions and/or if women are not given equitable access to benefits from project-supported activities. However, the risk is linked especially to Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), where the involvement of men and women in processes related to livelihood may not be done considering the local specificities of roles, responsibilities and capacity to access to opportunities of men and women	• Worsening of the social and economic condition of women and reproduction of existing discriminations against women. • Limitations on women's ability to use, develop and manage resources taking into account the different roles of women and men • Livelihoods displacement and increased impoverishment (for the most vulnerable individual – women and men) and associated social impacts related to food security and other aspects of family well-being and social cohesion.	**1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	The Gender Analysis and Action Plan developed identifies the needs, opportunities and strategies relevant to overcoming the barriers that currently constrain women's participation in livelihood activities. The GAP is ground-truthed during early implementation through site-based analyses. The Gender Action Plan will be integrated – if needed – with the findings of the scoped ESIA, that will be developed during the first year of implementation. The design of activities under Outcome 3 in particular makes specific provision for addressing gender inclusion (for example through gender-specific capacity building) and the project's indicator framework includes gender disaggregated targets. The project will develop a participatory and gender-inclusive M&E system, which will include measures for assessing improvements in women's ability to access, use and protect natural resources The project's Grievance Redress Mechanism will be gender-sensitive.
12	SES Risk 12: Impacts on tangible and/or intangible cultural heritage. Standard 4 Cultural Heritage (questions 4.1, 4.3, 4.4, 4.5) **Event:** Adverse impacts on sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture and on local practices.	This risk will apply especially to Output 3.3 (Veterinary services established, combining the One-Health concept with behavioral and social change management), Output 4.1 (Established Learning Centers in the landscapes acting as accelerators for the adoption of new practices and behavioral change by communities, especially in food production and ecotourism and in their attitudes towards wildlife, including the promotion of agroforestry as alternative to annual crop agriculture in corridor and buffer zone areas), Output 4.2 (Campaigns, awareness	• Changes in use of natural resources may lead to erosion of cultural practices and traditions and breakdown in cultural values/social cohesion • Project activities may cause physical damage at sites of cultural heritage value (e.g. sacred sites) • Increased number of grievances and possible objections towards the project by community affecting the outcome of the project.	**1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	Targeted Cultural Heritage Impact Assessment (including intangible and intangible cultural heritage) will be included in the scoped ESIA, that will be developed during the first year of project implementation. Findings will be captured in the Cultural Heritage Management Plan (as part of the project's ESMP). The assessment will incorporate at least: • Situation analysis and landscape descriptions that include mapping of sites of cultural/spiritual significance • Preliminary analysis of cultural heritage context at the targeted project sites • An assessment of traditional knowledge linked to the use of natural resource. • Assessment of site-specific impacts The Cultural Heritage Management Plan should include provision for chance find procedures, in line with applicable national requirements. Assessment of cultural heritage risks must include meaningful and effective stakeholder consultations (which must be comprehensively documented), and must be conducted in line with requirements under any national regulatory bodies with jurisdiction over cultural heritage, guidance of local and/or international cultural heritage experts and the UNDP SES on Standard 4.

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		raising and contents for formal education programs are delivered to residents of the target landscape) and Output 4.3 (Induced behavioral change in residents of target landscapes with regards to illegal wildlife trade, unsustainable demands in wildlife products and poaching and positive attitudes towards biodiversity translate from verbal change to action; this includes targeted programs to reduce deforestation for crop production and the uncontrolled use of fire) considering the possible impacts of activities (involving behavioral changes) on local practices and, therefore, on tangible and intangible cultural practices and heritage.						
13	SES Risk 13. Risk of human wildlife conflict in the project area Standard 3: Community Health, Safety and Security (questions: 3.6) **Event:** Increase of the human wildlife conflicts in the project areas	This risk will apply especially to activity focused on engaging local communities in the wildlife economy through the development of wildlife value chains, including through community quotas working in partnership with Coutadas.	• People and wildlife can be injured or killed • Crops, infrastructure, and homes can be damaged • Farmers and herders can lose their income • Wildlife can carry diseases that affect humans • Humans and wildlife may compete for water and grazing land • Human activities like agriculture, infrastructure development, and urbanization can destroy wildlife habitats	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk owner: PMU	A Human – Wildlife Conflict assessment will be carried out, as part of the Human Rights Impact Assessment that will be developed during the project implementation. The risk has been taken into consideration during project design phase and will be mitigated by project activities such as the ones planned under Output 1.3 (Human-wildlife-incident response units (HWIRU) engaging community wildlife guardians are equipped with smart technologies to collect and document incidents)
14	New SES Risk 14. The project may put personnel and/or project beneficiaries in danger considering the heightened level of insecurity in the project area. **Event**: The people participating in the implementation of all the activities, and especially the ones under outputs 1.2 through 1.6 under Component 1, and 3.1 and 3.2, under	Causes: This cross-cutting risk will apply to all project activities and especially to Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs)	Impacts: Project staff and beneficiaries can be injured or killed. Communities may be displaced, aggravating the humanitarian crisis and generalized vulnerability that already affects provinces in the north of Mozambique. A worsening of the security situation in areas where the project will be implemented or near those could create an additional operational risk and costs to the project. In extreme cases, conservation and wildlife management	**1. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working conditions) - UNDP Risk Appetite: CAUTIOUS** **1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **5 - Expected** Impact: **5 - Extreme** Risk level: **HIGH RISK (equates to a risk appetite of SEEK)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Owner: PMU advised directly by UN Security	The risk will be mitigated by the implementation of a Security Risk Assessment and Security Management Plan that will be developed at project inception phase. The assessment will make reference to the provisions in GEF Guidance Note on Fragile and Conflict-Affected Situations Additionally, the Security Risk Assessment and Security Management Plan (SRA/SMP) for the MOZ TRANSFORM project will serve as a key safeguard tool to systematically identify, assess, and mitigate the risks posed by heightened insecurity in the northern project landscape, particularly in the Rovuma–Lugenda Landscape (RLL). Given the presence of non-State armed groups (NSAGs) and recent violence in Niassa Province, the SRA will map specific risk zones, assess threat levels for staff and beneficiaries, and evaluate the potential impact of security incidents on planned field activities—especially those under Component 1 (Outputs 1.2–1.6) and Component 3 (Outputs 3.1 and 3.2), which involve direct community engagement and livelihood interventions.

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	Component 3 will be vulnerable to the impacts of insecurity in the project area.		activities may need to be suspended or cancelled. There would be delays in achieving outcomes in the Rovuma–Lugenda Landscape (RLL). The project may experience reduced stakeholder trust.					The Security Management Plan will translate the risk findings into actionable mitigation measures. It will define safe operational zones, establish standard operating procedures (SOPs) for field missions, and introduce protocols for emergency evacuation, real-time security communication, and remote monitoring. Special focus will be placed on ensuring the safety of community partners, local SMEs, and field personnel involved in delivering livelihood and conservation programs, particularly those in areas more exposed to conflict dynamics. To reduce exposure, the plan will adopt a tiered approach to implementation, prioritizing secure zones (e.g., areas currently supported by WCS between Hunting Blocks L4 and L7 in Mecula District), with flexibility to delay, relocate, or adapt activities in response to local security assessments. Training for staff and implementing partners on personal safety, conflict-sensitive engagement, and early warning systems will be built into project onboarding and refresher cycles. By operationalizing these strategies, the SRA/SMP will ensure that the project can continue delivering results while minimizing risks to human life, avoiding unintended harm, and maintaining stakeholder confidence—even in a volatile context. It will also support real-time decision-making and adaptive planning, in close coordination with OCHA, UNDSS, local authorities, and humanitarian actors on the ground.
15	Climatic Risk (same as SES Risk 10) Outputs and outcomes are sensitive or vulnerable to potential impacts of climate change or disasters, climate-induced impacts, such as severe droughts, floods and/or increased temperatures.	Insufficient resources among some of project partners (e.g. time, logistical capacity etc.) to fully participate and benefit from the project	Insufficient participation of some of the stakeholders rendering the project less beneficial than desired	**8. SAFETY AND SECURITY (8.7. Manmade hazards) - UNDP Risk Appetite: CAUTIOUS** **8. SAFETY AND SECURITY (8.6. Natural hazards) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Treatment Owner: UNDP CO program officer	Risk Assessment: This cross-cutting risk will apply especially to Output 3.1 (Established Diversified Livelihoods Challenge Grant supporting small- and medium sized enterprises for nature-positive means of income generation in the target landscapes), and Output 3.2 (Alternative and enhanced livelihoods created and generating economic benefits for local communities including eco job-based programs), Increased vulnerability of project outputs and communities dependent on them, leading to potential failure to deliver any benefits for biodiversity or people. Mitigation Measures: During early implementation, a Climate Vulnerability/Risk assessment will be carried out as part of scoped ESIAs to: • Identify likely climate change trends and scenarios; • Assess risk exposure of proposed activities/outputs, especially under Outcome 2 and Outcome 3. Identify and evaluate community exposure and vulnerability and develop climate risk preparedness plans (as part of the project's ESMP) where risk is substantial or high identify measures that the project can take to avoid, adapt to or reduce/mitigate project impacts though, for example, siting of activities (in least risk-prone areas), use of low-carbon technologies in operations (e.g. solar-powered energy for tourism operations); and developing risk-preparedness plans (for outputs and communities depend on them) identify climate risk information to be included in training program) and knowledge sharing platforms and climate-related parameters for inclusion in the M&E process. The following principles will be integrated into the design of project activities: • Adaptive Management: Implement adaptive management strategies to respond to changing climate conditions during the project implementation, including extreme weather events. • Resilience Building: Focus on building the resilience of communities and ecosystems to climate change impacts, including capacity building on adaptation techniques. • Community Involvement: Engage local communities in planning and implementing of adaptation and other activities to ensure local ecological knowledge is incorporated into the activities
16	Extant and/or emerging risk: Armed conflict and insurgency in northern Mozambique, particularly in Cabo Delgado province, with potential spillover effects into Niassa Special Reserve and Quirimbas National Park, affecting project	Civil discontent following electoral processes, combined with widespread poverty, high unemployment, and limited access to education and basic services, has contributed to growing instability in northern Mozambique. These conditions have particularly affected youth in rural, Muslim-majority communities, making them	Political and security instability, marked by urban disruptions, restricted access in conflict-affected areas, and weakened local governance, can significantly hinder project implementation by limiting field operations, delaying monitoring and activities, displacing communities,	**8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS** **8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Treatment Owner: UN CO advised by UN Security	Mitigation Measures: To mitigate security risks in conflict-affected areas, the project will adopt a multi-layered approach that includes conducting regular, area-specific security assessments in collaboration with UNDSS and local authorities; maintaining operational flexibility to adapt timelines and geographic focus based on evolving conditions; and leveraging remote engagement tools such as satellite monitoring and mobile reporting where access is constrained (using the existing conservation law enforcement structure in each of the landscapes). Additionally, it will strengthen community-based early warning systems, provide conflict sensitivity training to staff and partners, and closely coordinate with humanitarian organizations in the

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
	security, implementation, and community engagement.	more vulnerable to recruitment by insurgent groups that exploit social and economic grievances.	and straining the capacity of institutions responsible for coordination and oversight.					landscapes to ensure information sharing, avoid duplication, and support vulnerable or displaced populations effectively. Additional note (May-2025): initially, this extant risk referred to a potential situation of the armed conflict and insurgency in northern Mozambique, which has been ongoing since 2017, worsening and spilling over to parts of the Rovuma Lugenda Landscape where the project had actually planned to develop on the ground activities. Since Apr-2025, the threat is no longer potential, but actual. After a long period of calm since incidents end-2022, attacks by non-State armed groups took place in Niassa Special Reserve and directly affected Safari operations and conservation research initiatives. Casualties and internal displacement were reported. UN OCHA. Risk 22 supersedes this one.
17	Risk (linked to TOC Assumption 1): Fragmented or weak institutional coordination limits implementation of integrated landscape planning and co-management.	Risk Assessment: The risk here is that institutional mechanisms will not be coherent or effective, thereby undermining the integrated and holistic management of ecological landscapes. This risk is highly relevant given Mozambique's history of fragmented governance across sectors and levels. The project document points to weak cross-sectoral coordination between conservation, agriculture, and spatial planning agencies, particularly at the provincial and district levels.	Slowed down project implementation.	**3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN** **4. ORGANIZATIONAL (4.1. Governance) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Treatment Owner: UNDP CO program officer	Mitigation Measures: To address this, the project will strengthen inter-institutional coordination through the establishment and operationalization of JAPCOCCs (Joint Anti-Poaching Coordination and Operational Centers) under Output 1.1, which will act as interagency hubs linking ANAC, police, judiciary, and private sector operators (e.g. safari concessions). These centers will also be connected to Human–Wildlife Conflict Incident Response Units (HWIRUs), which address another key threat—human-wildlife conflict. In parallel, Output 2.1 supports the development of integrated land-use instruments across both landscapes, linking ecological priorities to spatial planning. These instruments will be developed through participatory processes involving local government, traditional leaders, and women's groups, reinforcing institutional coherence from the ground up.
18	Risk (linked to TOC Assumption 3): Digital and geospatial systems are underutilized or fail to improve enforcement due to lack of capacity or integration across agencies.	Risk Assessment: The risk is that poor technical capacity, infrastructure deficits, and weak data integration will prevent these tools from being effective.	This risk is particularly relevant in remote areas such as northern Niassa and central Sofala, where patrol coverage is sparse and cross-border trafficking (especially to Tanzania) remains high. Additionally, the gender digital divide could exclude women from the benefits of digital transformation in conservation.	**4. ORGANIZATIONAL (4.6. Knowledge management) - UNDP Risk Appetite: EXPLORATORY TO OPEN** **7. STRATEGIC (7.8. Innovating, piloting, experimenting) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **4 - Highly likely** Impact: **3 - Intermediate** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Treatment Owner: UNDP CO program officer	Mitigation Measures: To address the risk of underutilization or ineffective application of digital and geospatial systems—particularly in remote areas such as Niassa and Sofala— the project will implement targeted capacity building for community rangers and technical staff (linked to Outputs 3.3 and 4.1), using practical training on tools such as SMART and MOMS. Technologies selected will be context-appropriate, mobile-based, and functional offline to suit low-connectivity settings (Outputs 3.3, 4.3). Interoperability across institutions (ANAC, districts, NGOs) will be promoted through shared data protocols. To reduce the gender digital divide, specific efforts will be made to ensure women's access to devices, training, and leadership in digital monitoring processes (Outputs 4.1 and 4.3). The adoption and effectiveness of these tools will be periodically monitored and adjusted as needed based on local feedback and capacity. Additionally, the project mitigates this risk through Output 1.1, which funds the installation of surveillance systems and upgrades to law enforcement infrastructure, but also includes capacity development. Under Output 1.2, training modules will build capacity for male and female rangers and CBO members to interpret, collect, and act on data. Integration with the JAPCOCC model ensures that digital tools are not isolated, but embedded in real decision-making processes and with the full participation of stakeholders.

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19	Risk (linked to TOC Assumption 4): Wildlife-based livelihood interventions fail to gain traction or equitably reach women and youth, leading to disengagement from conservation.	Risk Assessment: The risk is that these enterprises may be slow to generate profits, poorly aligned with local capacities, or fail to deliver equitable benefits, particularly for women and youth. The project document acknowledges that existing benefit-sharing from trophy hunting and concessions is often opaque, delayed, or absent, leading to widespread distrust among communities. In some areas, communities are unaware that hunting revenues are supposed to reach them, or lack the organizational strength to demand transparency.	Communities disillusioned.	**2. FINANCIAL (2.2. Value for money) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS** **PLEASE SELECT**	Likelihood: **4 - Highly likely** Impact: **3 - Intermediate** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Treatment Owner: UNDP CO program officer	Mitigation Measures: The TRANSFORM project addresses this risk through the three main strategies. First through the strengthening of policy and regulatory frameworks (Component 2), under which two key policies are proposed developed and operationalized: the new National Strategy for Human-Wildlife Coexistence (Output 2.3) and the National Wildlife-based Economy Strategy and respective legislation to enable wildlife economies, ensuring a gender and socially inclusive approach (Output 2.4). Both policies will unlock opportunities for wildlife-based livelihoods through legal-regulatory incentives, facilitating resource allocation by the private sector through impact investments and other financial means. The second main strategy is are the grant-making schemes foreseen under Component 3. The TRANSFORM Livelihoods Challenge Grant (Output 3.1) will be allocated according to communities' readiness. It is designed to support 50% women beneficiaries and promote eco-job creation in high-value, conservation-compatible value chains. Further, Output 3.2 provides mini-grants for group-based livelihood development, especially in areas like Cheringoma, Marromeu, and Niassa, where active NGOs like GRP, FZS, and WCS will support implementation. The promotion of Village Savings and Loan Associations (VSLAs) and business training under Activity 3.2.5 directly targets women's economic empowerment and financial autonomy, key enablers of long-term conservation incentives. The third strategy is embedded in behavior change activities under Component 4, under which campaigns, community learning and environmental education are some of the preferred mechanisms for generating engagement and tracking, including by women and youth.
20	Risk (linked to TOC Assumption 2): Land-use conflicts arise between wildlife movement and community activities, jeopardizing coexistence and ecological connectivity.	Risk Assessment: The risk is that such coexistence will not be possible, especially if human settlements and agricultural expansion continue to encroach on wildlife movement routes. This risk is acute in places like the buffer zones of Niassa Reserve, Gorongosa National Park, and the Marromeu Reserve, where elephants and other large mammals increasingly come into conflict with local farmers.	Without adequate planning and community buy-in, retaliatory killings and resistance to conservation are likely to persist.	**7. STRATEGIC (7.3. Stakeholder relations and partnerships) - UNDP Risk Appetite: OPEN TO SEEKING** **PLEASE SELECT**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Treatment Owner: UNDP CO program officer	Mitigation Measures: To mitigate this, the project invests in spatial planning and corridor design under Output 2.1, ensuring that wildlife corridors are explicitly considered in district land-use plans. Moreover, under Output 3.2, the project provides mini-grants for deterrent-based solutions—such as bee-fence construction, unpalatable crops (e.g., peri-peri and moringa), and alternative livelihoods that reduce reliance on shifting agriculture near wildlife corridors. These interventions are complemented by education and support for community-based monitoring, thereby enabling coexistence based on incentives and tools, rather than restrictions alone.
21	Risk (linked to new TOC Assumption 5): Escalation of insecurity in Niassa disrupts project implementation Armed incursions or conflict-related events occur near selected project sites in Niassa Province affecting the project's conservation work.	Ongoing presence of non-State armed groups (NSAGs) in northern Mozambique, resurgence of violence, limited state control in remote areas	Project field activities (e.g., community engagement, surveys, training, and wildlife monitoring) in affected areas are suspended or cancelled; reduced stakeholder trust; delays in achieving outcomes in the Rovuma–Lugenda Landscape (RLL).	**8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS** **PLEASE SELECT**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Owner: PMU advised directly by UN Security	Mitigation Measures: To mitigate security risks in conflict-affected areas, the project will adopt a multi-layered approach that includes conducting regular, area-specific security assessments in collaboration with UNDSS and local authorities; maintaining operational flexibility to adapt timelines and geographic focus based on evolving conditions; and leveraging remote engagement tools such as satellite monitoring and mobile reporting where access is constrained (using the existing conservation law enforcement structure in each of the landscapes). Additionally, it will strengthen community-based early warning systems, provide conflict sensitivity training to staff and partners, and closely coordinate with humanitarian organizations in the landscapes to ensure information sharing, avoid duplication, and support vulnerable or displaced populations effectively.

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22	**Fiduciary risk:** There is a risk that ANAC-IP's operational weaknesses and limitations may affect the project's financial integrity and implementation efficiency, in particular linked to complex procurement, contract oversight and national level recruitments.	Cause: ANAC-IP has systemic weaknesses in internal financial and procurement systems, including the absence of an internal audit unit and incomplete institutional reforms following its recent transition to a public institute with financial autonomy.	Impact: Failure to adequately manage and oversee large contractual agreements with responsible parties could undermine the integrity, efficiency, and accountability of project implementation.	**2. FINANCIAL (2.3. Corruption and fraud) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS** **2. FINANCIAL (2.5. Delivery) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Treatment Owner: UNDP CO program officer	Risk assessment: The Government of Mozambique proactively requested implementation under the Assisted National Implementation Modality (NIM), acknowledging known institutional gaps in financial management, procurement, and contract oversight within ANAC-IP. These concerns were substantiated by the HACT micro-assessment conducted in June 2022, which, while assigning an overall low risk rating, identified specific areas of concern—including lack of an internal audit function, limited internal controls, and capacity constraints. Since the assessment, ANAC-IP has undergone important institutional changes. It has transitioned from being under the Ministry of Land and Environment (MTA) to the Ministry of Agriculture, Environment and Fisheries (MAAP), and is now a public institute with legal and financial autonomy. However, these reforms are recent, and internal systems for financial management and procurement are still under development. The fiduciary risk is further elevated due to the scale, scope and duration of contracts with responsible parties, which are central to project delivery. The project will manage at least three large agreements, ranging in value from USD 1.8 million to 4.2 million, with implementation periods of up to seven years. Part of the agreement includes the management by these responsible parties of grant-making schemes favoring local communities within the landscapes, among them 50% women. As such, the overall fiduciary risk of the project is highly contingent on both the performance of responsible parties and ANAC's ability to provide effective contract oversight and financial supervision throughout the project lifecycle. The roll-out of community grant adds another layer or fiduciary risk. Mitigation measures: To manage these risks, the project includes a range of institutional and operational safeguards, including the recruitment of a Senior Project Procurement and Financial Assistant. This full-time position is tasked with ensuring proper financial analysis, accounting, contract oversight, bookkeeping, travel management, and logistical support, as well as strict compliance with UNDP financial and procurement regulations. Additional mitigation measures include: • Use of UNDP systems and oversight under the Assisted NIM modality; • Close support from the UNDP Country Office Programme and Operations teams; • Complex and international procurement and contracting processes will through the modality UNDP CO support to execution • Responsible parties will be subject to detailed due diligence, performance-based agreements, and strict financial reporting requirements, using UNDP's standard templates and monitoring tools. • Regular spot checks, audits, and financial reporting requirements, consistent with the HACT framework; • The Project Steering Committee and the Project Board will play an active role in oversight and decision-making, supported by clear reporting lines and regular review of contract performance and financial delivery. • Capacity-building support will be provided to ANAC and project personnel to reinforce financial management, procurement, and compliance functions. • Structured due diligence and monitoring mechanisms for responsible parties will be put in place for the effective management performance-based agreements; The delegation of grant-making schemes to these responsible parties, including the administration of low-value grants to community-based organizations and local partners, for activities related to ecosystem restoration, livelihoods, and conservation governance, requires that specific control systems that still need to be put in place.

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23	Financial and Business Model: Risk (linked to Program level Assumption 8 in the TOC) Investment in conservation landscapes is delayed or insufficient, weakening confidence in the wildlife economy and reducing job creation.	Cause: Shut down of USAID, e.g. among other global trends observed in 2025.	Impact: An immediate impact is the decrease in co-financing compared to what had been estimated at Concept Note stage. Other secondary impacts to be observed and assessed.	**2. FINANCIAL (2.3. Corruption and fraud) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS** **2. FINANCIAL (2.5. Delivery) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **HIGH RISK (equates to a risk appetite of SEEK)**	From: **Click or tap to enter a date.** To: **Click or tap to enter a date.**	Risk Treatment Owner: UNDP CO program officer	Mitigation Measures: To reduce this risk, the project leverages BIOFUND as a pass-through financing mechanism, ensuring that funds reach community-level actors efficiently and transparently (as described under Output 3.1). Early rounds of the Challenge Grant will act as proof-of-concept for potential private investors, supported by Output 4.2, which includes communication strategies to raise awareness of successful nature-positive enterprises. In tandem, Output 4.3 links behavioral change campaigns directly to livelihood outcomes, increasing the visibility of conservation as a viable and respectable economic path. By ensuring that community investments are not only well-targeted but also visible and valued, the project aims to attract co-financing, catalyze public-private partnerships, and de-risk future investments into the landscape.

Annex 7A: Overview of Technical Consultancies/Subcontracts

Matrix per consultancy and/or subcontract

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
1) Contractual services-Company Work Package 1, Outputs 1.1 and 1.2 (JAPCOCCs): (National JAPCOCC Operationalization Support – Equipment, Training and Advisory Services). Included in Procurement Plan, year 1.	Multi-year support spread over 4 years, starting in year 1, Level of effort equivalent to 4–6 months/year	**Background:** Under Component 1, the project aims to strengthen national capacity for anti-poaching coordination and enforcement. Output 1.1 focuses on the establishment and operationalization of JAPCOCC at the national level. This requires equipping central enforcement units and providing specialized training to MAAP/ ANAC, I.P. personnel, in line with GEF priorities for combating wildlife crime. **Procure /recruit:** **Contractual services – Company**, procured through **international competitive bidding** conducted by UNDP in accordance with its global procurement standards. Tender will be published through the UNDP Procurement Portal. The selection will ensure technical and financial capacity, prior experience in similar projects, and compliance with environmental and social safeguards. **Purpose:** The purpose of this subcontract is to support the implementation of activities under **Output 1.1**, which focuses on the establishment and operationalization of the national-level Joint Anti-Poaching Coordination and Operations Command Center (JAPCOCC), as part of the project's broader effort to enhance institutional frameworks for wildlife protection and law enforcement coordination. The subcontracted company will provide technical and logistical support to MAAP/ ANAC, I.P. to: • Year 1: Conduct a needs assessment relating to equipment needs for the central level JAPCOCC and its integration with the APCOCCs, as well as with other relevant State institutions • Procure, supply, and install essential equipment (e.g., surveillance technology, communication systems, and operational tools) • Deliver specialized and gender-responsive training to central-level enforcement personnel • Develop standard operating procedures (SOPs), coordination protocols, and operational manuals • Provide over a 4-year period advisory services to support JAPCOCC operational functionality and integration with decentralized enforcement units. **Selection criteria will include:** • Demonstrated experience in anti-poaching operations, enforcement training, and institutional strengthening • Proven capacity to provide integrated service packages (equipment, training, technical assistance)

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
		• Familiarity with Mozambique's legal, institutional, and enforcement context in the biodiversity and conservation sectors • Experience working with government institutions and international donors, including compliance with procurement and safeguard standards.
2) Contractual services-Company (Support for the establishment of the Inhaminga JAPCOCC and related activities in the GML landscape)	Multi-phase support spread over 6 years. Level of effort equivalent to approximately 4–6 months per year	**Background:** This contract falls under *Output 1.2*, which focuses on the installation, equipping, and operation of a Joint Anti-Poaching Coordination and Operations Command Center (JAPCOCC) in Inhaminga, Sofala province, to cover protected and community areas in the Gorongosa–Marromeu (GML) landscape. The selected entity must have demonstrated experience in surveillance, conservation, community-based training, and management of sensitive operational data. **Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. GRP and FZS initially proposed as Responsible Party, based on demonstrated technical and logistical capacity. **Purpose:** To support MAAP/ ANAC, I.P. in the implementation of Output 1.2, specifically Activity 1.2.1, which focuses on the establishment of the Inhaminga JAPCOCC in the Gorongosa–Marromeu Landscape (GML). The subcontracted company will assist in equipping and operationalizing the command center; training staff and community-level participants (including women) in anti-poaching operations and coordination; developing informant networks; designing and applying operational protocols and security strategies; and supporting the deployment of rapid response units and data systems. **Criteria:** • Demonstrated experience in law enforcement coordination, anti-poaching operations, or protected area management. • Proven ability to work with multi-actor partnerships, including government, NGOs and local community structures. • Technical capacity to deliver integrated service packages (equipment, training, operational advisory). • Gender-responsive approach and experience working in rural and conservation areas of Mozambique, particularly Sofala.
3) To be assigned to responsible parties (Support for the establishment and operation of the JAPCOCC in Niassa Special Reserve and related activities in the RLL)	Multi-phase support spread over 6 years. Level of effort equivalent to approximately 4–6 months per year	**Background:** This contract falls under Output 1.2, which supports the decentralization and operationalization of Joint Anti-Poaching Coordination and Operational Command Centers (APCOCCs) in key landscapes. In the Rovuma–Lugenda Landscape, the project aims to strengthen surveillance and response systems in and around Niassa Special Reserve (NSR), where illegal wildlife trade and poaching remain serious threats. The intervention includes infrastructure development, training, cross-border cooperation, and gender-sensitive enforcement strategies. Work will be developed in close coordination with local partners such as Lipilichi (Chipanje Chetu), SPA Niassa and Cabo Delgado, and private concession operators. **Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. WCS initially proposed as Responsible Party, based on demonstrated technical and logistical capacity. **Purpose:** To support the implementation of Output 1.2, specifically Activities 1.2.11 to 1.2.16, through the establishment and operationalization of the JAPCOCC center in Niassa Special Reserve. This includes the construction and equipping of facilities, delivery of training programs for rangers and communities (including women), design of a gender-responsive security strategy tailored to RLL, deployment of rapid response teams, and development of a centralized wildlife and poaching monitoring database. Regular information sharing between sites and MAAP/ ANAC, I.P. headquarters will also be established. **Criteria:** • Proven experience in landscape-level conservation, anti-poaching coordination, and protected area management. • Demonstrated capacity to deliver integrated services including infrastructure, training, gender mainstreaming, and information systems. • Strong working presence and logistical capabilities in Niassa and surrounding districts. • Ability to collaborate with local stakeholders and operate within multi-institutional frameworks involving government and communities. • Gender-inclusive operational approach and understanding of the social dynamics of the RLL landscape.
4) To be assigned to responsible parties (Implementation of HWIRU and community-based human-	Multi-phase support spread over 6 years. Level of effort	**Background:** Under Output 1.3, the project will establish Human–Wildlife Incident Response Units (HWIRU) to address rising human–wildlife conflict (HWC) in critical zones of the Gorongosa–Marromeu Landscape (GML), specifically the Gorongosa–Coutada 12–Coutada 11 corridor. These community-based units will serve as first responders to wildlife incidents and promote gender-balanced participation in mitigation, monitoring, and reporting efforts. GRP, in partnership with FZS, SPA Sofala, and coutada operators, will lead implementation based on their field experience and institutional presence

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
wildlife conflict response system in GML)	equivalent to approximately 4–6 months per year	**Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. GRP and FZS initially proposed as Responsible Party, based on demonstrated technical and logistical capacity. **Purpose:** To support the implementation of **Output 1.3, specifically Activities 1.3.1 to 1.3.5**, which involve the development of HWIRU in the GML landscape. This includes: • Training of community facilitators and scouts (men and women) in HWC mitigation and data collection • Provision of equipment and deterrent tools • Establishment of gender-balanced HWC response units • Development of a real-time dashboard for incident tracking • Selection and training of women as community wildlife guardians. • Developing and operating a real-time HWC incident tracking dashboard with gender-disaggregated data **Criteria:** • Demonstrated experience in managing community-based conservation and conflict mitigation programs • Technical and logistical capacity to deliver training, equipment, and real-time digital tools • Strong presence and operational capacity in Sofala and Gorongosa landscapes • Proven ability to engage women and marginalized groups in conservation work • Familiarity with the social and ecological dynamics of GML.
5) To be assigned to responsible parties (Implementation of HWIRU and community-based human-wildlife conflict response system in RLL)	Multi-year support spread over 6 years (2025–2030). Level of effort equivalent to 4–6 months/year	**Background:** This contract falls under Output 1.3, which supports the establishment of community-based Human–Wildlife Incident Response Units (HWIRUs) to reduce human–wildlife conflict (HWC) in high-risk communities. In the Rovuma–Lugenda Landscape (RLL), HWIRUs will be established in communities located between Hunting Blocks L4 and L7 along the road to Mecula District, where WCS maintains a strong operational presence. These units will be staffed by trained male and female community members, equipped with deterrent tools, and supported by real-time monitoring systems **Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. WCS initially proposed as Responsible Party, based on demonstrated technical and logistical capacity. **Purpose:** To support the implementation of **Output 1.3, specifically Activities 1.3.1 to 1.3.5**, which involve the development of HWIRU in the RLL. This includes: • Training of community facilitators and scouts (men and women) in HWC mitigation and data collection • Provision of equipment and deterrent tools • Establishment of gender-balanced HWC response units • Development of a real-time dashboard for incident tracking • Selection and training of women as community wildlife guardians. • Establishing the HWIRU in key villages near L4–L7 hunting blocks • Developing and operating a real-time HWC incident tracking dashboard with gender-disaggregated data **Criteria:** • Demonstrated experience in managing community-based conservation and conflict mitigation programs • Technical and logistical capacity to deliver training, equipment, and real-time digital tools • Operational capacity in the Niassa region, particularly along the L4–L7 corridor. • Proven ability to engage women and marginalized groups in conservation work • Familiarity with the social and ecological dynamics of RLL.

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
6) To be assigned to responsible parties (Implementation of Veterinary and Translocation Service Center in Cheringoma (GML))	Multi-phase support spread over 6 years. Level of effort equivalent to approximately 4–6 months per year	**Background:** This contract falls under Output 1.4, which focuses on the creation of strategically located veterinary and wildlife translocation service centers linked to Human-Wildlife Incident Response Units (HWIRUs). In Cheringoma, the service center will serve as an operational hub for wildlife health surveillance, emergency veterinary response, and support to translocation and conflict mitigation. It is a key part of the project's integrated ecosystem management and One Health approach **Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. GRP initially proposed as Responsible Party, based on demonstrated technical and logistical capacity. **Purpose:** To support the implementation of Output 1.4, specifically Activities 1.4.1 to 1.4.5, through the establishment of a veterinary and translocation service center in the Cheringoma Community Conservation Area (CCA). This includes: • Construction and equipping of the center with cold chain storage, field gear, and transport units; • Training of park staff and community wildlife guardians—including women—in wildlife health, sample handling, and emergency procedures; • Development of standard operating procedures for wildlife disease surveillance and translocation; • Launch of gender-sensitive public awareness campaigns on zoonotic risks and safe wildlife interaction; • Coordination with HWIRUs to ensure integrated field response capacity. **Criteria:** • Proven experience in wildlife veterinary operations, health surveillance, and community training; • Ability to deliver infrastructure, equipment, and capacity building services in remote areas; • Gender-sensitive approach in staffing, training, and field operations; • Existing partnerships with MAAP/ ANAC, I.P. , local authorities, and community structures in GML; • Experience implementing conservation infrastructure and One Health-related services.
7) To be assigned to responsible parties (Implementation of Veterinary and Translocation Service Center in Marromeu (GML))	Multi-phase support spread over 6 years. Level of effort equivalent to approximately 4–6 months per year	**Background:** This contract falls under Output 1.4, which focuses on the creation of strategically located veterinary and wildlife translocation service centers linked to Human-Wildlife Incident Response Units (HWIRUs). In Marromeu, the service center will serve as an operational hub for wildlife health surveillance, emergency veterinary response, and support to translocation and conflict mitigation. It is a key part of the project's integrated ecosystem management and One Health approach **Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. FZS proposed as Responsible Party, based on demonstrated technical and logistical capacity. **Purpose:** To support the implementation of Output 1.4, specifically Activities 1.4.1 to 1.4.5, through the establishment of a veterinary and translocation service center in the Marromeu Community Conservation Area (CCA). This includes: • Construction and equipping of the center with cold chain storage, field gear, and transport units; • Training of park staff and community wildlife guardians—including women—in wildlife health, sample handling, and emergency procedures; • Development of standard operating procedures for wildlife disease surveillance and translocation; • Launch of gender-sensitive public awareness campaigns on zoonotic risks and safe wildlife interaction; • Coordination with HWIRUs to ensure integrated field response capacity. **Criteria:** • Proven experience in wildlife veterinary operations, health surveillance, and community training; • Ability to deliver infrastructure, equipment, and capacity building services in remote areas; • Gender-sensitive approach in staffing, training, and field operations; • Existing partnerships with MAAP/ ANAC, I.P. , local authorities, and community structures in GML;

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
		• Experience implementing conservation infrastructure and One Health-related services.
8) To be assigned to responsible parties (Implementation of Veterinary and Translocation Service Center in Niassa Reserve)	Multi-phase support spread over 6 years. Level of effort equivalent to approximately 4–6 months per year	**Background:** This contract falls under Output 1.4, which focuses on the creation of strategically located veterinary and wildlife translocation service centers linked to Human-Wildlife Incident Response Units (HWIRUs). In Niassa Reserve, the service center will serve as an operational hub for wildlife health surveillance, emergency veterinary response, and support to translocation and conflict mitigation. It is a key part of the project's integrated ecosystem management and One Health approach **Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. WCS initially proposed as Responsible Party, based on demonstrated technical and logistical capacity. **Purpose:** To support the implementation of Output 1.4, specifically Activities 1.4.1 to 1.4.5, through the establishment of a veterinary and translocation service center in the Niassa Reserve Conservation Area (CCA). This includes: • Construction and equipping of the center with cold chain storage, field gear, and transport units; • Training of park staff and community wildlife guardians—including women—in wildlife health, sample handling, and emergency procedures; • Development of standard operating procedures for wildlife disease surveillance and translocation; • Launch of gender-sensitive public awareness campaigns on zoonotic risks and safe wildlife interaction; • Coordination with HWIRUs to ensure integrated field response capacity. **Criteria:** • Proven experience in wildlife veterinary operations, health surveillance, and community training; • Ability to deliver infrastructure, equipment, and capacity building services in remote areas; • Gender-sensitive approach in staffing, training, and field operations; • Existing partnerships with MAAP/ ANAC, I.P. , local authorities, and community structures in RLL; • Experience implementing conservation infrastructure and One Health-related services.
9) To be assigned to responsible parties (Restoration and Ecological Connectivity Support in the Cheringoma Corridor – GML)	Multi-year support spread over 6 years (2025–2030). Level of effort equivalent to 4–6 months/year	**Background:** This contract falls under Output 1.5, which aims to restore ecological connectivity between core biodiversity areas in the Gorongosa–Marromeu Landscape. The focus is on the Cheringoma corridor, linking Gorongosa National Park to Coutadas 11 and 12 and the Marromeu Reserve. Restoration activities include native species planting, assisted natural regeneration, fire management, and land-use planning. GRP will lead implementation based on its co-management mandate and experience in the region **Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. GRP and FZS initially proposed as Responsible Party, based on demonstrated technical leadership in GML, with capacity to manage ecological restoration, stakeholder engagement, and long-term monitoring. **Purpose:** To support the implementation of **Output 1.5**, specifically **Activities 1.5.1 to 1.5.8**, through the restoration of the Cheringoma corridor and other strategic areas in GML. This includes: • Legal recognition of corridor areas and integration into conservation planning; • Detailed ecological assessments and mapping of connectivity zones; • Native tree planting and regeneration campaigns with local women's groups; • Development of fire management plans and training of community brigades; • Design and implementation of gender-sensitive community land-use plans; • Establishment of inclusive local governance structures to oversee land use and restoration; • Environmental education campaigns through radio, schools, and theatre. **Criteria:** • Demonstrated experience in ecological restoration, natural regeneration, and land-use planning.

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
		• Strong operational presence and long-term conservation engagement in the GML corridor. • Capacity to integrate gender-sensitive approaches and engage women's associations in restoration work. • Proven ability to manage multi-stakeholder coordination, including local government and CBOs. • Alignment with UNDP's Social and Environmental Standards, including FPIC and safeguards.
10) To be assigned to responsible parties (Restoration of Ecological Connectivity in the Niassa Landscape – Wetland or Corridor Area (RLL))	Multi-year support spread over 6 years (2025–2030). Level of effort equivalent to 4–6 months/year	**Background:** This contract falls under Output 1.5, which aims to restore ecological connectivity between the Niassa Special Reserve and surrounding areas in the Rovuma–Lugenda Landscape (RLL). Priority will be given to critical wetlands or corridors that support seasonal fauna movements and biodiversity resilience. The work will promote landscape-level connectivity, enable climate adaptation, and reduce fragmentation by engaging communities in sustainable land management and restoration efforts. **Procure/recruit:** Responsible Party, selected by MAAP/ ANAC, I.P. under NIM modalities. WCS initially proposed as Responsible Party, based on demonstrated technical leadership in GML, with capacity to manage ecological restoration, stakeholder engagement, and long-term monitoring. **Purpose:** To support the implementation of **Output 1.5**, specifically **Activities 1.5.1 to 1.5.8**, through the restoration of a critical wetland or corridor near the Niassa Reserve. The contract will cover: • Ecosystem and fauna movement assessments to map priority areas; • Community consultation and FPIC processes aligned with SES; • Development and rollout of restoration actions (tree planting, natural regeneration, erosion control); • Design and implementation of fire management strategies; • Development of inclusive land-use plans and governance structures; • Awareness campaigns on biodiversity and corridor functionality, using local languages and media. **Criteria:** • Proven experience in ecological restoration, wetland or corridor management, and community land-use planning. • Ability to operate effectively in the Niassa region with strong relationships with local stakeholders. • Track record of gender-responsive planning and facilitation of FPIC and participatory land-use design. • Technical ability to align restoration with climate adaptation and biodiversity strategies. • Institutional knowledge of national conservation policy and landscape-level conservation planning in Mozambique.
11) Contractual services-Company (Development of Conservation Sector Directives and Administrative Support Systems – National Level). Included in Procurement Plan, year 1.	Support spread over 2.2 years. Level of effort (approx.) 150 consultant-days	**Background:** Under Output 1.6, the project will modernize and institutionalize governance mechanisms for conservation in Mozambique. This includes the development of new policy directives, administrative procedures, inter-institutional coordination mechanisms, and technical guidelines to enhance decision-making, accountability, and the operational efficiency of conservation entities such as MAAP/ ANAC, I.P. . These improvements are essential for scaling enforcement, transparency, and biodiversity mainstreaming across national systems. **Procure /recruit:** **Contractual services – Company**, procured through **international competitive bidding** conducted by UNDP in accordance with its global procurement standards. Tender will be published through the UNDP Procurement Portal. **Purpose:** To support the implementation of **Output 1.6**, specifically **Activities 1.6.1 to 1.6.5**, by providing technical support for: • Development and formalization of national directives for conservation enforcement, transparency, and inclusive governance; • Design of standardized administrative procedures and digital workflows within MAAP/ ANAC, I.P. ; • Establishment of internal knowledge and document management systems; • Advisory support on institutional accountability frameworks and reporting lines; • Stakeholder validation workshops and policy finalization, integrating gender and safeguards. **Criteria:**

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
		• Demonstrated experience in public sector reform, policy design, and institutional capacity development in the environmental sector; • Proven ability to operate in multi-level governance environments and translate institutional analysis into operational tools; • Familiarity with Mozambican legal and administrative frameworks is desirable but not required; • Multidisciplinary capacity (legal, IT, public administration); • Compliance with UNDP procurement and safeguard standards, including stakeholder engagement and gender sensitivity.
12) Contractual services-Company (Development of Integrated Landscape and Land Use Management Plans (ILUMPs) for Three Priority Conservation Landscapes). Included in Procurement Plan, year 1.	Support spread over 2.5-3 years. Level of effort (approx.) 400-450 consultant-days	**Background:** Under Output 2.1, the project aims to improve spatial planning and land-use governance in key biodiversity landscapes. The development of ILUMPs is essential to establish ecologically sound and socially inclusive land management frameworks. These instruments will reduce land-use conflicts, enhance sustainable natural resource use, and ensure alignment with national conservation and rural development goals. Three ILUMPs will be developed covering: 1. Gorongosa–Marromeu Landscape (Eastern Flank); 2. Quirimbas National Park; 3. Rovuma–Lugenda Landscape (Central Corridor). The upstart of the consultancy will be informed by the results of the following ESMF studies/plans: SESA Human Rights Impact Assessment and Security Plan. **Procure /recruit:** Contractual services – Company, procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. Tender will be published through the UNDP Procurement Portal. The procurement process will foresee three lots, each corresponding to one landscape and awarded separately or jointly depending on technical proposals and specialization. **Purpose:** To support the implementation of **Output 2.1**, specifically **Activities 2.1.1 to 2.1.6**, by producing high-quality ILUMPs through: • Collection and analysis of ecological, socio-economic, and land-use baseline data; • Stakeholder mapping and execution of inclusive and gender-sensitive consultation processes (including FPIC where applicable); • Spatial analysis, zoning, and scenario development using GIS and participatory tools; • Drafting and institutional validation of ILUMPs in alignment with national planning frameworks; • Capacity building of local and provincial authorities for implementation and follow-up; • Production of planning maps, digital platforms, and dissemination materials. **Criteria:** • Demonstrated expertise in landscape planning, conservation zoning, and integrated land-use management in rural contexts; • Multidisciplinary teams (ecology, GIS, legal, governance, social facilitation); • Experience working with government institutions and local communities, including in protected areas and buffer zones; • Proven capacity to integrate gender, climate resilience, and biodiversity considerations; • Familiarity with Mozambican legal and planning frameworks is a strong asset; • Ability to manage complex, multi-site assignments with differentiated timelines.
13) Contractual services-Company (Development and Revision of Security Plans and Standard Operating Procedures (SOPs) for Conservation Enforcement). Included in Procurement Plan, year 1.	Support spread over 2.5-3 years, starting at least the procurement of services in year 1 Level of effort (approx.) 400-450 consultant-days	**Background:** Under Output 2.2, the project aims to modernize security frameworks and operational coordination for conservation enforcement across Mozambique. Many existing SOPs are outdated or inconsistently applied, while site-specific security plans often lack clarity, gender sensitivity, and integration with broader landscape protection strategies. This assignment will provide a national framework and tailored guidance aligned with the project's multi-scalar governance model and gender and safeguard policies. The upstart of the consultancy will be informed by the results of the following ESMF studies/plans: SESA Human Rights Impact Assessment and Security Plan. **Procure /recruit:** Contractual services – Company, procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. Tender will be published through the UNDP Procurement Portal.

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
		Purpose: To support the implementation of **Output 2.2**, specifically **Activities 2.2.1 to 2.2.5**, by delivering technical services for: • Review of existing SOPs and security plans across key protected areas and conservation units; • Development of updated SOPs for patrols, intelligence, data handling, and incident response; • Drafting of integrated and gender-sensitive security plans for JAPCOCCs, HWIRUs, and protected areas; • Facilitation of validation workshops with MAAP/ ANAC, I.P. , co-management partners, and community stakeholders; • Design of training modules and rollout of internal capacity-building for SOP implementation. **Criteria:** • Proven expertise in conservation law enforcement, protected area operations, and risk-based security planning; • Experience in SOP development for enforcement, field operations, or law enforcement agencies; • Capacity to integrate gender, community participation, and safeguard standards into operational frameworks; • Experience working with national authorities and multi-actor governance bodies; • Multilingual capacity and ability to adapt tools to different institutional and field contexts.
14) Contractual services-Company (Development of a National Strategy for Human–Wildlife Coexistence in Mozambique)	Support spread over 1 year. Start in year 2.	**Background:** Under Output 2.3, the project will support the Government of Mozambique in developing a National Strategy for Human–Wildlife Coexistence. The increase in wildlife populations in conservation areas and corridors is generating higher incidence of human–wildlife conflict (HWC), impacting livelihoods and conservation support. The strategy will provide a coherent national framework to prevent, respond to, and monitor HWC, with strong integration of gender, community participation, and One Health considerations. The upstart of the consultancy will be informed by the results of the following ESMF studies/plans: SESA Human Rights Impact Assessment and Security Plan. **Procure /recruit:** Contractual services – Company, procured through international competitive bidding managed by UNDP via the UNDP Procurement Portal. Open to consulting firms with global or regional experience in HWC and wildlife governance. **Purpose:** To support the implementation of **Output 2.3**, specifically **Activities 2.3.1 to 2.3.4**, through: • Assessment of current HWC trends, response systems, and policy gaps at national and landscape levels; • Multi-stakeholder consultations with communities, government, conservation partners, and private sector actors; • Drafting of the National Strategy for Human–Wildlife Coexistence with clear roles, objectives, and an implementation roadmap; • Integration of gender-sensitive and community-based approaches, including FPIC and local conflict resolution mechanisms; • Final validation, production, and dissemination of the strategy in Portuguese and English. **Criteria:** • Demonstrated experience in developing national policies or strategies related to biodiversity, conservation governance, or HWC; • Multidisciplinary expertise (ecology, policy, conflict resolution, gender, community engagement); • Ability to conduct inclusive consultations and produce policy documents aligned with government systems; • Proven track record in sub-Saharan Africa or similar socio-ecological contexts; • Familiarity with UNDP safeguard standards and participatory methods.
15) Contractual services-Company (Development of a National Wildlife-Based Economy Strategy for Mozambique)	Support spread over 1.5 to 2 years. Start in year 2.	**Background:** Under Output 2.4, the project seeks to establish a coherent national strategy to guide the development of a wildlife-based economy that generates conservation-linked employment and revenue. Mozambique holds significant potential in ecotourism, game ranching, sustainable hunting, and wildlife product value chains. However, these sectors lack coordination, investment incentives, and community inclusion. The strategy will define institutional roles, market opportunities, and inclusive pathways for development, while aligning with biodiversity and climate commitments. The upstart of the consultancy will be informed by the results of the following ESMF studies/plans: SESA Human Rights Impact Assessment and Security Plan.

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
		Procure /recruit: Contractual services – Company, through international competitive bidding conducted by UNDP. Procurement will follow UNDP's standard procedures and will be advertised globally via the UNDP Procurement Portal. **Purpose:** To support the implementation of **Output 2.4**, specifically **Activities 2.4.1 to 2.4.4**, by delivering: • Market assessment and mapping of existing and emerging wildlife-based economic opportunities in Mozambique; • Consultations with public and private sector stakeholders, including community enterprises and financial institutions; • Drafting of the National Wildlife-Based Economy Strategy, with implementation roadmap, institutional responsibilities, and financing mechanisms; • Integration of gender, social inclusion, and biodiversity safeguards; • Final validation and dissemination of the strategy through policy platforms and national media. **Criteria:** • Proven expertise in biodiversity economy, natural capital accounting, or sustainable finance for conservation; • Demonstrated experience in policy development and market analysis in sub-Saharan Africa; • Capacity to combine ecological, economic, legal, and gender perspectives into strategic planning; • Familiarity with community-based natural resource management and value chain development; • Strong understanding of global conservation finance trends and relevant standards (e.g., GEF, UNDP, CBD).
16) Contractual services-Company (Technical Support for Intersectoral Collaboration and Coordination Mechanisms)	Support spread over 1.5 to 2 years. Start in year 2. Level of effort equivalent to 4–6 months/year	**Background:** Under Output 2.5, the project seeks to enhance intersectoral coordination between MAAP/ ANAC, I.P. and key national institutions, including land use, agriculture, infrastructure, water, environment, health, and finance authorities. Current conservation efforts are often fragmented due to weak institutional communication, unclear mandates, and lack of integrated planning. This activity will support the design and implementation of sustainable coordination platforms and cross-sectoral dialogue mechanisms to ensure biodiversity is mainstreamed into national development and policy processes. The upstart of the consultancy will be informed by the results of the following ESMF studies/plans: SESA Human Rights Impact Assessment and Security Plan. **Procure /recruit:** Contractual services – Company, procured by MAAP/ ANAC, I.P. under NIM procedures. The service provider will be competitively selected based on experience in institutional coordination, public policy facilitation, and multisectoral governance. **Purpose:** To support the implementation of **Output 2.5**, specifically **Activities 2.5.1 to 2.5.4**, through: • Facilitation of regular policy and technical dialogues between MAAP/ ANAC, I.P. and other relevant ministries/agencies; • Development of TORs and operational protocols for intersectoral coordination platforms; • Preparation of technical inputs to integrate biodiversity into interministerial working groups and national planning instruments; • Production of briefings, technical memos, and policy recommendations for high-level decision-making; • Monitoring and documentation of intersectoral collaboration processes and outcomes. **Criteria:** • Proven experience in interministerial coordination, institutional strengthening, or multi-stakeholder governance; • Knowledge of Mozambique's institutional architecture, policy planning systems, and environmental governance frameworks; • Ability to operate across sectors and facilitate evidence-based dialogue between technical and political actors; • Experience with capacity development, policy briefs, and the design of coordination mechanisms; • Familiarity with GEF/UNDP safeguard standards, including gender mainstreaming and stakeholder engagement.
17) Contractual services-Company (Implementation of One Health Services,	Multi-year support spread over 6 years,	**Background:** Under Output 3.3, the project aims to operationalize a One Health approach in biodiversity-rich areas, addressing the interface between wildlife, livestock, human health, and ecosystem integrity. Weak veterinary capacity and limited disease surveillance in and around protected areas increase risks of zoonotic outbreaks, reduce resilience of rural livelihoods, and hinder conservation goals. This activity will integrate field-based veterinary

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
Veterinary Systems, and Behavior Change Communication in Conservation Landscapes)	starting in year 2. Level of effort equivalent to 4–6 months/year	services, wildlife health surveillance, community health messaging, and behavior change interventions in coordination with government agencies and civil society partners such as the Mozambique Wildlife Alliance. Since the consultancy is set to start in year 2, its exact scope will be considered then in relation to what responsible parties are able to deliver for achieving the goals of Output 3.3. **Procure /recruit:** Contractual services – Company, procured by MAAP/ ANAC, I.P. under NIM modalities. The contractor will be competitively selected based on relevant technical expertise in veterinary systems, community engagement, and One Health implementation, in collaboration with government and NGO partners. **Purpose:** To support the implementation of **Output 3.3**, specifically **Activities 3.3.1 to 3.3.6**, by: • Designing and deploying mobile veterinary units and referral mechanisms in conservation areas; • Providing training for rangers, community guardians, and local veterinary agents (including women); • Conducting wildlife health monitoring and zoonotic disease surveillance campaigns; • Designing and implementing gender-sensitive behavioral change communication (BCC) campaigns using community theatre, radio, and peer educators; • Strengthening coordination between wildlife, livestock, and public health authorities; • Producing educational and technical materials for community awareness and institutional learning. **Criteria:** • Proven experience in One Health programming, wildlife-livestock-human interface management, or veterinary services in rural/remote areas; • Capacity to deliver integrated field services and community-centered outreach; • Experience in social and behavior change communication (SBCC/BCC), including participatory tools; • Familiarity with Mozambican health, veterinary, and conservation systems; • Ability to work with diverse actors, including community-based organizations, provincial authorities, and NGOs.
18) Contractual services-Company (Integrated Delivery of Knowledge Management, Environmental Education, Communication, and Institutional Capacity-Building). Included in Procurement Plan, year 1.	Multi-year support spread over 6.5 years, starting in year 1. Level of effort equivalent to 6-8 months/year (depending on how the lots are defined)	**Background:** Under **Outputs 4.1 to 4.5,** the project will implement an integrated strategy to promote behavior change, community awareness, institutional learning, and stakeholder engagement in biodiversity conservation. These activities are central to scaling up the impacts of field interventions and ensuring long-term sustainability. The work will include technical support for environmental education in schools and protected areas, communication campaigns targeting human–wildlife coexistence, knowledge platform development, and training for MAAP/ ANAC, I.P. and local actors in governance, monitoring, and adaptive management. **Procure /recruit:** Contractual services – Company, procured by MAAP/ ANAC, I.P. under NIM procedures. A multidisciplinary service provider (or consortium) will be selected based on experience in education, communication, knowledge management, and institutional capacity-building. Procurements may be split into several lots according to technical packages and timeline. **Purpose:** To support the implementation of **Outputs 4.1 through 4.5**, particularly **Activities 4.1.1 to 4.5.4**, by: • Designing and operationalizing environmental education programs in schools, community centers, and protected areas; • Developing and disseminating inclusive communication campaigns (radio, theatre, print, digital) to promote coexistence and sustainable use of biodiversity; • Establishing knowledge hubs, learning platforms, and digital dashboards to capture and share project experiences and results; • Producing technical manuals, training materials, and audiovisual content tailored to local audiences; • Supporting training-of-trainers programs and institutional learning workshops for MAAP/ ANAC, I.P. , co-management partners, and community leaders. **Criteria:** • Proven expertise in environmental education, communication for behavior change, and knowledge management; • Multidisciplinary team covering education, media production, conservation, and institutional development; • Demonstrated experience working with public sector, protected areas, and local communities in Mozambique or similar contexts;

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
		• Strong gender and inclusion focus in content and delivery; • Capacity to design participatory tools, monitor impact, and scale up successful interventions nationally.
19) Contractual services-Company (Environmental and Social Safeguards Assessments and Management Plans under the ESMF – Year 1)	Concentrated assignment in Year 1. Level of effort equivalent to approximately 6–8 months	**Background:** Under Output 4.2, and in line with the Environmental and Social Management Framework (ESMF), the project must conduct detailed assessments and prepare site- and activity-specific safeguards plans during the first year of implementation. These plans are critical for ensuring compliance with UNDP's Social and Environmental Standards (SES) and GEF requirements. This includes Environmental and Social Impact Assessments (ESIAs), Environmental and Social Management Plans (ESMPs), Stakeholder Engagement Plans (SEPs), Livelihood Restoration Plans (LRPs), and any other relevant instruments based on screening results. **Procure /recruit:** Contractual services – Company, to be procured directly by UNDP (as Implementing Partner and GEF Agency) in accordance with its internal procurement procedures. Procurement will prioritize firms with relevant safeguards credentials, local capacity, and experience in participatory and gender-responsive processes. **Purpose:** To support the implementation of **Output 4.2**, by delivering: • Environmental and social screening for all project landscapes and activities; • Preparation of ESIAs, ESMPs, SEPs, LRPs, and other plans identified during screening; • Facilitation of stakeholder consultations, including FPIC where relevant; • Review and integration of safeguard plans into project workplans and monitoring systems; • Coordination with the Gender Action Plan and GRM (Grievance Redress Mechanism). **Criteria:** • Proven expertise in environmental and social safeguards under UNDP, GEF, or comparable systems; • Ability to conduct participatory assessments and consultations in remote and culturally diverse areas; • Familiarity with Mozambique's environmental legislation and permitting procedures; • Capacity to integrate gender, indigenous peoples, and vulnerable group considerations; • Experience producing safeguard documentation in line with international standards and donor requirements.
20) Training, Workshops, Meetings (Facilitation and Delivery of Project Inception Workshop and SEP Validation Process)	Short-term engagement in Year 1. Level of effort equivalent to approximately 1–2 months	**Background:** Under Output 5.1, the project requires the successful implementation of a **Project Inception Workshop**, which marks the formal launch of activities and ensures shared understanding among all stakeholders. The workshop also includes the validation of the Stakeholder Engagement Plan (SEP), a critical tool for participatory implementation and safeguards compliance. This activity contributes to early buy-in, alignment on roles and outcomes, and integration of cross-cutting themes such as gender, FPIC, and transparency. **Procure /recruit:** Workshop organized by MAAP/ ANAC, I.P. under NIM modality. Contracting event support services may include venue, logistics, translation, facilitation, materials, and participant travel support. Procurement follows national execution procedures and UNDP guidance. **Purpose:** To support the implementation of **Activity 5.1.2**, by ensuring: • Effective design and delivery of the inception workshop, including agenda development, stakeholder invitations, and facilitation; • Presentation and validation of the Stakeholder Engagement Plan (SEP) with inputs from local, provincial, and national stakeholders; • Introduction of project structure, roles, and safeguard instruments; • Inclusive participation of women, youth, community representatives, and technical partners; • Documentation and reporting of workshop outcomes to inform final SEP and Annual Work Plan. **Criteria:** • Experience organizing and facilitating multi-stakeholder workshops in the environmental or development sectors; • Knowledge of participatory engagement tools and safeguard frameworks (e.g., SEP, FPIC); • Proven capacity to manage logistics, ensure inclusivity, and deliver high-quality workshop outputs; • Fluency in Portuguese and ability to adapt content for local stakeholders; • Prior experience working with government entities and development partners in Mozambique.

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
21) Local Consultants (Local M&E Consultants – Support for PIR Data Collection, Verification, and Implementation of Communication and M&E Tools)	Distributed consultancy input over 6 years, starting in Year 2. Level of effort estimated at 180 consultancy days in total	**Background:** Under Output 5.1, the project will deploy a set of tools to monitor results, inform adaptive management, and ensure gender-responsive, participatory reporting. This includes a communication strategy, stakeholder feedback channels, and a detailed M&E framework. Local consultants are required to support the collection and validation of data for annual GEF PIRs, to ensure timely and credible information is fed into project reporting and learning cycles. **Procure /recruit:** Local Consultants, to be contracted by MAAP/ ANAC, I.P. under NIM procedures through short-term individual contracts. Selection will prioritize candidates with strong M&E experience, knowledge of the landscapes, and ability to facilitate participatory data collection processes. **Purpose:** To support the implementation of **Activity 5.1.4** under **Output 5.1**, by: • Collecting, verifying, and organizing indicator data to inform annual PIR submissions; • Supporting project teams and field partners in applying M&E tools and templates; • Facilitating follow-up with communities and stakeholders for data validation and feedback; • Supporting implementation of the project's communication and learning strategy; • Ensuring gender and community perspectives are integrated in data analysis and reporting. **Criteria:** • Demonstrated experience in monitoring and evaluation in conservation, development, or rural programs; • Ability to work independently and coordinate field-level data collection in remote landscapes; • Strong skills in gender-sensitive and participatory monitoring approaches; • Familiarity with GEF PIRs and UNDP M&E standards is an advantage; • Proficiency in Portuguese and local languages preferred.
22) Training, Workshops, Meetings (Application of METT Tool in Targeted Protected Areas – Mid-Term and Final Evaluations)	Short-term assignments conducted twice during the project: once at mid-term (Year 4) and once at closure (Year 7). Equivalent to 1–2 months of coordination, facilitation, and workshop implementation per assessment.	**Background:** Under Output 5.1, the project is required to apply the **Management Effectiveness Tracking Tool (METT)** to assess changes in management performance of selected protected areas. This is a core GEF requirement and provides a standardized measure of institutional and ecological improvements. METT will be applied in at least four core PAs during mid-term and final evaluations and will inform reporting and adaptive management decisions. **Procure /recruit:** Managed by MAAP/ ANAC, I.P. under NIM procedures. This includes facilitation, venue, travel support for PA staff and stakeholders, and technical assistance from METT specialists. Activities may be linked with Activity 5.2.3 (Project Closure Workshop) for efficiency. **Purpose:** To support the implementation of **Activity 5.1.7**, by: • Organizing METT assessment missions in core PAs during the mid-term review and at project closure; • Facilitating structured self-assessments with PA managers, MAAP/ ANAC, I.P. staff, co-management partners, and local stakeholders; • Documenting METT scores, qualitative observations, and key recommendations; • Comparing results with baseline METT scores to assess progress; • Informing the MTR, PIRs, and the Terminal Evaluation with quantitative and qualitative data on PA performance. **Criteria:** • Experience applying the METT or similar assessment frameworks in protected area contexts; • Strong facilitation skills and ability to guide structured group evaluations; • Familiarity with GEF and UNDP monitoring tools and reporting frameworks; • Capacity to work with park authorities, local communities, and co-management partners; • Fluency in Portuguese and knowledge of PA governance models in Mozambique preferred.
23) International Consultants (Mid-Term Review (MTR) –	Short-term assignment	**Background:** Under Output 5.2, and in alignment with UNDP and GEF evaluation policies, the project must undergo a Mid-Term Review (MTR). The MTR is a critical milestone to assess implementation progress, identify risks and corrective actions, and capture lessons for adaptive management. The process

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
Independent Evaluation of Project Progress and Performance)	estimated at 40 working days, to be conducted in Year 4.	includes consultations with national stakeholders, MAAP/ ANAC, I.P. , implementing partners, communities, and the Project Steering Committee. The evaluation will also assess the effectiveness of safeguards, gender mainstreaming, and stakeholder engagement (linked to SEP activities). **Procure /recruit:** **International Consultant**, procured and contracted by UNDP following standard evaluation guidelines. The Terms of Reference (ToR) will follow UNDP's corporate evaluation criteria and quality standards. The budget line is managed directly by UNDP. **Purpose:** To support the implementation of Activity 5.2.1, by: • Conducting an independent evaluation of project design, implementation progress, and likelihood of sustainability; • Assessing the effectiveness of project governance, partnerships, safeguards, and gender responsiveness; • Reviewing progress towards achievement of outcomes, risks, and adaptive capacity; • Facilitating validation workshops with MAAP/ ANAC, I.P. , PSC members, and field stakeholders; • Producing a comprehensive MTR report with ratings, findings, and actionable recommendations. **Criteria:** • Proven track record conducting mid-term or terminal evaluations for UNDP, GEF, or similar donors; • Demonstrated expertise in biodiversity, conservation, governance, or rural development; • Familiarity with UNDP evaluation policies and GEF Results-Based Management (RBM) frameworks; • Experience conducting participatory, gender-sensitive, and safeguard-aware evaluations; • Excellent writing, facilitation, and intercultural communication skills.
24) Local Consultant (Mid-Term Review Support for Stakeholder Engagement and Field Coordination)	Short-term assignment estimated at 40 working days, scheduled for Year 4.	**Background:** Under Output 5.2, the Mid-Term Review (MTR) process includes both international and national expertise to ensure contextual understanding, inclusive engagement, and credible findings. The local consultant will support the evaluation team in engaging local actors, organizing field logistics, contextualizing data, and co-facilitating participatory sessions in target landscapes. This role is essential for ensuring that the evaluation reflects ground realities, including gender and community perspectives. **Procure /recruit:** Local Consultant, contracted directly by UNDP following its standard procurement procedures for individual contractors. The position is funded under the M&E budget line and complements the international MTR evaluator. **Purpose:** To support the implementation of **Activity 5.2.1**, by: • Assisting the international consultant with stakeholder mapping and scheduling of field consultations; • Facilitating workshops, focus groups, and interviews with local partners, communities, and government officials; • Supporting the analysis of context-specific issues and gender-responsive data; • Assisting with documentation, translation of key materials, and interpretation when required; • Contributing to the preparation and review of the MTR report and presentation materials. **Criteria:** • Relevant academic background and at least 5 years of experience in project evaluation, monitoring, or social research; • Strong understanding of biodiversity conservation, rural development, and institutional governance in Mozambique; • Familiarity with GEF and UNDP evaluation standards and participatory methods; • Experience engaging local stakeholders, including community-based organizations and provincial authorities; • Fluency in Portuguese and local languages; English proficiency is an asset.
25) International Consultants (Terminal Evaluation for Independent Final Evaluation)	Short-term assignment estimated at 40 working days, scheduled for the	**Background:** Under Output 5.2, and in accordance with UNDP and GEF evaluation policies, the project must undergo a Terminal Evaluation (TE) to assess its overall effectiveness, sustainability, and contribution to global environmental benefits. The TE will inform accountability to donors and stakeholders, draw lessons learned, and evaluate progress towards objectives and indicators. It also examines safeguard performance, gender equality outcomes, and stakeholder engagement practices.

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
	final year of project implementation (Year 7).	**Procure /recruit:** International Consultant, to be contracted directly by UNDP through international competitive selection and based on standard UNDP evaluation TORs. The contract will be managed under UNDP's M&E budget and evaluation oversight function. **Purpose:** To support the implementation of **Activity 5.2.3**, by: • Conducting an independent final evaluation of the project's design, implementation, results, and sustainability; • Assessing the relevance, effectiveness, efficiency, impact, and sustainability of interventions; • Reviewing gender equality, safeguards, stakeholder engagement, and knowledge generation outcomes; • Facilitating validation and debriefing sessions with MAAP/ ANAC, I.P. , implementing partners, and the PSC; • Preparing a comprehensive Terminal Evaluation report, with evidence-based conclusions and recommendations. **Criteria:** • Minimum of 10 years of professional experience in evaluation of GEF, UNDP, or other donor-funded environmental or development projects; • Expertise in biodiversity conservation, governance, climate adaptation, or sustainable livelihoods; • Familiarity with GEF evaluation policies, UNDP results frameworks, and international safeguard standards; • Strong writing and analytical skills, including the ability to synthesize large amounts of data; • Experience conducting evaluations in sub-Saharan Africa and multicultural, multilingual settings.
26) National Consultants (Terminal Evaluation for Independent Final Evaluation)	Short-term assignment estimated at 40 working days, scheduled for the final year of project implementation (Year 7).	**Background:** Under Output 5.2, and in accordance with UNDP and GEF evaluation policies, the project must undergo a Terminal Evaluation (TE) to assess its overall effectiveness, sustainability, and contribution to global environmental benefits. The TE will inform accountability to donors and stakeholders, draw lessons learned, and evaluate progress towards objectives and indicators. It also examines safeguard performance, gender equality outcomes, and stakeholder engagement practices. **Procure /recruit:** Local Consultant, to be contracted directly by UNDP through a competitive national selection process. The position will follow UNDP's standard procedures for individual consultancies and be funded under the evaluation budget line. **Purpose:** To support the implementation of **Activity 5.2.3**, by: • Assisting with preparation and scheduling of evaluation missions in coordination with the international consultant; • Facilitating interviews, focus group discussions, and validation meetings with stakeholders at national and local levels; • Contributing to the collection and analysis of project documentation, reports, and field data; • Supporting interpretation, translation of materials, and local adaptation of data collection tools; • Providing written inputs and reviews for the final evaluation report. **Criteria:** • At least 5 years of experience in project evaluation, monitoring, or social research related to biodiversity, conservation, or rural development; • Proven skills in participatory evaluation methods and stakeholder engagement; • Knowledge of Mozambique's institutional, environmental, and social landscape; • Proficiency in Portuguese and local languages (mandatory); working knowledge of English is an asset; • Familiarity with GEF/UNDP evaluation standards and gender-sensitive methodologies preferred.
27) International Consultants (International Security expert (conduct the Security Risk Assessment and a Security Management Plan)		The Terms of Reference for this service are included in **ANNEX 7: ESMF**

Consultant / Tender	Time input or intensity of effort	Tasks, Inputs and Outputs
28) International Consultants (Environmental and Social Safeguards Implementation Support (ESMF))	10 days per year from year 1 to year 5,	**Background:** Under Output 4.5, the TRANSFORM project is required to ensure full compliance with UNDP's Environmental and Social Safeguard Standards throughout its implementation. This includes addressing socio-environmental risks across project landscapes, conducting site-level assessments, engaging local stakeholders in meaningful consultation, and integrating gender and equity considerations into planning and decision-making processes. The Environmental and Social Management Framework (ESMF), finalized during the project preparation phase, provides a guiding tool for safeguard implementation. To support this process, the project will engage an international consultant to ensure methodological rigor, compliance with UNDP/GEF safeguards, and ongoing technical assistance to the Project Management Unit (PMU), MAAP/ ANAC, I.P. , and Responsible Parties. **Procure /recruit:** International Consultant, to be contracted directly by UNDP through international competitive selection and based on standard UNDP consultancy procedures. The assignment will be managed under the safeguard implementation budget line. **Purpose:** To support the implementation of **Output 4.5**, by: • Providing technical guidance on the operationalization of the ESMF across all project components and landscapes; • Supporting the development and application of social and environmental screening and assessment tools at the local level; • Advising on the incorporation of gender, equity, and inclusion measures into safeguard processes; • Assisting in stakeholder engagement planning and execution, particularly with vulnerable groups; • Reviewing safeguard compliance reports from Responsible Parties and contributing to quality assurance; • Supporting capacity-building activities for implementing partners on safeguard procedures and tools; • Ensuring alignment with the Process Framework, Livelihood Action Plan, and UNDP's SES (Social and Environmental Standards). **Criteria:** • Minimum of 10 years of professional experience in implementing or advising on environmental and social safeguards in development projects, preferably GEF- or UNDP-funded; • Demonstrated expertise in applying ESMF, ESMP, or similar frameworks in rural, conservation, or community-based project contexts; • Proven experience in integrating gender equality, Indigenous Peoples considerations, and stakeholder engagement into safeguard assessments; • Familiarity with UNDP's SES, the GEF Policy on Environmental and Social Safeguards, and participatory assessment methods; • Experience working in Sub-Saharan Africa, ideally with knowledge of the Mozambican institutional and community context;

Annex 7B- TORs for the candidate Responsible Parties

TOR (1) for the Mozambique-based NGO Gorongosa Restoration Project (GRP)

In connection with the 2-STEP Validation

In preparation of the project resubmission and the Local Project Appraisal Committee (LPAC)

Project Background

Mozambique, a coastal country located in southeastern Africa, is one of the most biodiverse nations in the region, home to globally important ecosystems such as tropical forests, savannahs, inland wetlands, and marine habitats. Approximately 26% of its terrestrial territory is designated as conservation areas, providing refuge for African megafauna, migratory birds, and threatened endemic species such as the African wild dog, elephants, and sea turtles.

However, the country faces significant development challenges. More than 60% of its 33 million inhabitants live in rural areas, with a national poverty rate near 60%, and a Human Development Index ranking of 181 out of 191 countries. Additionally, the country struggles with high youth unemployment, recurrent extreme weather events such as cyclones and droughts, and ongoing security challenges, particularly in the north. Literacy rates are low, especially among women, who also face widespread gender inequality in access to education, healthcare, and land rights.

Despite these barriers, Mozambique has made important strides toward becoming a regional leader in integrated landscape management, biodiversity conservation, and sustainable development. The network of terrestrial protected areas covers nearly 30% of the national territory, while Marine Protected Areas account for 2.16% of the coastal zone. The management of this network is overseen by the National Administration for Conservation Areas (ANAC, I.P.), a public institution established in 2011, which supervises the implementation of policies, conservation operations, co-management partnerships, and law enforcement. Mozambique's conservation policies align with global goals and contribute to addressing biodiversity loss and climate change impacts, while also promoting economic development through ecotourism, carbon projects, and other wildlife economy activities.

The project "Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)" is a child project under the GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP) and was selected as one of the 15 national projects under this framework. This phase of the program is implemented within the Global Wildlife Program (GWP) platform, which will be leveraged to create synergies, share lessons, and strengthen collaboration among participating countries.

GEF-8 builds on the achievements reached through Mozambique's previous participation in the GWP under GEF-6, which strengthened protected area management, improved anti-poaching operations, and enhanced community engagement, particularly in the Niassa Special Reserve (NSR) and Gorongosa National Park (GNP). These experiences led to normative advances such as community conservation area legislation, strengthened institutional capacity at national and local levels, and fostered multi-sectoral coordination mechanisms that will now be scaled up in this new phase. Key partners such as ANAC, I.P., the Gorongosa Restoration Project (GRP), and the Wildlife Conservation Society (WCS) will remain involved, ensuring operational and technical continuity while expanding the landscape approach to include the Marromeu Complex and Quirimbas National Park.

Mozambique has a robust legal framework, such as the Conservation Areas Law No. 16/2014, which recognizes the rights of communities to participate in natural resource management, including wildlife. However, in practice, these rights are rarely operationalized. Benefits from activities such as trophy hunting do not always reach communities in a timely or transparent manner. This perpetuates the disconnect between conservation and local well-being, reducing incentives to protect wildlife and encouraging illegal activities. Despite some progress, many areas lack infrastructure, trained personnel, and technologies to effectively cover the territory. On the other hand, since the 2000s, Community

Conservation Areas (CCAs) have emerged as key mechanisms to decentralize natural resource management, becoming effective spaces to strengthen community resilience, facilitate local governance, and mitigate conflict. Nevertheless, their effective implementation still faces challenges related to technical capacity, enabling policy framework access to financing, and appropriate institutional frameworks.

For project implementation, the two prioritized landscapes are Gorongosa-Marromeu (GML) and Rovuma-Lugenda (RLL), both of high ecological value but under increasing pressure from forest cover loss, fires, and illegal hunting. These threats are driven by structural factors such as unsustainable land use, poverty, and weak institutional capacity. Through a landscape approach, the project seeks to remove systemic barriers by strengthening institutional capacities, promoting land use planning, improving surveillance and law enforcement, managing knowledge to create evidences for policy promotion and formulation and consolidating inclusive governance mechanisms that enable communities — especially women and youth — to participate in decision-making and gain equitable access to the benefits of a wildlife-based economy.

The Rovuma–Lugenda landscape in the north, which includes the Niassa Special Reserve (NSR), Quirimbas National Park, communities, and coutadas, is a critical intervention area. In these zones, the international organization Wildlife Conservation Society (WCS) has played a fundamental role in biodiversity conservation for more than a decade through a co-management agreement with MAAP/ ANAC, I.P..

The **Gorongosa-Marromeu Landscape (GML)** stretches across Sofala and Zambezia provinces and includes Gorongosa National Park, Marromeu National Reserve, along with multiple coutadas (hunting concessions) and community conservation areas. While the Gorongosa National Park has an operational monitoring system, the rest of the landscape—particularly Marromeu Reserve and adjacent coutadas—lack coordinated surveillance and law enforcement mechanisms. Economic activities such as subsistence agriculture, gold mining, timber extraction, and fishing dominate local livelihoods, with limited regulation and benefit-sharing mechanisms in place. REDD+ initiatives are present and represent opportunities, alongside the sustainable use of wildlife, but coordination among economic players and local government remains weak .

The objective of the TRANSFORM project is to strengthen the integrated management of wildlife conservation and the improvement of livelihoods in these landscapes through transformative approaches, including improved conservation area management, strengthened law enforcement, inclusive land-use planning, and equitable benefit-sharing from wildlife-based economies, with a strong emphasis on empowering women and youth.

The TRANSFORM project seeks to enhance the integrated management of wildlife across landscapes that include protected areas of different categories and purposes, among them, national park, faunal reserve, special reserve, and *coutadas de caça* (hunting concessions). The landscapes also include unprotected land and a large number of local communities living and using land within these landscapes. Therefore, to achieve 'integrated management' within the landscapes that are very vast, a multi-modal approach is proposed through the project's four interdependent components:

COMPONENT 1: Improving the management of conservation area networks and restoring wildlife populations in the Rovuma-Lugenda (RLL) and Gorongosa-Marromeu (GML) landscapes. This will be achieved through coordinated and innovative models to combat illegal wildlife trade, unsustainable

practices (such as deforestation and wildfires), ecosystem fragmentation, and unplanned infrastructure development.

COMPONENT 2: Strengthening policies, regulatory frameworks, and tools to combat illegal and unsustainable wildlife trade and establishing management systems for wildlife-based economies, including safeguards and performance monitoring. This component aims to benefit all sectors of society by reviewing existing instruments and integrating conservation efforts into ongoing digital governance initiatives.

COMPONENT 3: Generating socioeconomic benefits from the responsible management of wildlife populations through community-centered conservation, mitigation of human-wildlife conflict, promotion of nature-based businesses, and control of disease transmission between wildlife, livestock, and people.

COMPONENT 4: Mainstreaming social support into safe and sustainable wildlife supply chains, promoting behavioral changes that address unsustainable wildlife consumption, supporting land-use models that foster human-wildlife coexistence, and enhancing capacity building and continuous learning in public and community institutions.

GRP holds a long-term agreement with the Government of Mozambique for the co-management of Gorongosa National Park and therefore leads since 2008 key activities in the management of the park and its surrounding, including anti-poaching patrols, ecological monitoring, human-wildlife conflict mitigation, environmental education, capacity-building with local communities, and the development of participatory landscape management governance models.

Due to its technical expertise, long-standing field presence and existing agreement referring to protected area strengthening services in Gorongosa National Park and surroundings, GRP has been proposed as a Responsible Party for the TRANSFORM project, specifically for the Gorongosa-Marromeu landscape. This is also due to GRP's operational capacity in complex environments, regional and international expert networks, and its commitment to inclusive conservation, actively involving women, youth, and local communities in solutions to Mozambique's wildlife conservation challenges. GRP works closely with communities, and national international stakeholders and adopts a rights-based and science-based approach to its work in the landscape, including by fostering the establishment of Community Conservation Areas (CCAs).

These Terms of Reference outline the scope of responsibilities and expected contributions of GRP to achieve the project's strategic outcomes under Component 1 and Component 4, in coordination with MAAP/ ANAC, I.P., UNDP, and local stakeholders.

GRP will also contribute significant co-financing over the seven years of project implementation, through its ongoing and future investments in Gorongosa National Park and its buffer zones. This contribution is reflected in the project's co-financing commitments and represents added value for the institutional and financial sustainability of the interventions in the GML landscape.

Objective

To implement activities under Component 1 in the Gorongosa–Marromeu Landscape (GML), focusing on strengthening surveillance systems, ecological monitoring, restoration of ecological connectivity, and mitigation of human–wildlife conflict. GRP will also lead the implementation of Component 3 in the GML generating socioeconomic benefits from the responsible management of wildlife populations through community-centered conservation, mitigation of human-wildlife conflict, promotion of nature-based

businesses, and control of disease transmission between wildlife, livestock, and people Additionally, to lead activities under Component 4 aimed at behavior change, environmental education, and capacity building through community learning centers, ensuring inclusive participation with a gender-responsive approach.

Scope of Work

The purpose of this ToR is to formalize the role of the GRP as a Responsible Party for the implementation of key activities in the Gorongosa–Marromeu Landscape, under the TRANSFORM project.

The scope of work includes, but is not limited to, the following responsibilities:

1. **Support for environmental law enforcement,** including the establishment and operation of the decentralized JAPCOCC in Inhaminga, training of rangers and community informant networks, and the deployment of monitoring and rapid response technologies *(Output 1.2).*

2. **Mitigation of human–wildlife conflict, t**hrough the training and support of Human-Wildlife Incident Response Units (HWIRUs), data collection and analysis, awareness campaigns, and promotion of community-based prevention practices *(Output 1.3).*

3. **Land-use planning and ecological connectivity,** through participatory mapping of corridors, development of inclusive community land-use plans, and coordination with local authorities and conservation areas to ensure integration into formal planning instruments *(Output 1.4).*

4. **Ecological restoration in critical areas of the GML landscape,** including habitat restoration using assisted natural regeneration, establishment of community nurseries, fire management programs, and strengthening of local governance structures for landscape stewardship *(Output 1.5)*
5. **Roll out TRANSFORM Livelihoods Innovation Challenge Incentive**, supporting and establishing diversified community livelihoods through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes - 50% of incentives are slated to benefit businesses owned by women or where the majority of employees are women (Output 3.1).

6. **Facilitate alternative and enhanced livelihoods through mini-grants for supporting the generation of economic benefits for women and men in local communities,** through eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept - 50% of the grants are slated to benefit women (Output 3.2)

7. **Establishment and management of Community Learning Centers, such as the Site 1 – Community Learning Center,** as hubs for training, knowledge exchange, and behavior change on conservation, sustainable livelihoods, and human–wildlife coexistence *(Output 4.1).*

8. **Development and implementation of awareness campaigns, environmental education, and youth engagement activities,** with an inclusive and gender-responsive approach, integrating content into schools, environmental clubs, and local-language materials *(Outputs 4.3 and 4.4).*

9. **Inter-institutional collaboration and coordination with** MAAP/ ANAC, I.P.**, UNDP, and other Responsible Parties,** to ensure thematic and territorial coherence in the implementation of project activities in the GML landscape.

10. **Provision of co-financing and logistical resources,** including personnel, infrastructure, monitoring systems, and complementary funding to support the planned project activities.

Forms of Engagement

As part of its responsibilities under the TRANSFORM project in the Gorongosa–Marromeu Landscape (GML), GRP will implement a set of strategic activities to strengthen biodiversity conservation, restore ecological connectivity, and promote inclusive, community-led land management and behavior change. All actions will be implemented in close coordination with MAAP/ ANAC, I.P., local authorities, community organizations, and other relevant stakeholders across the landscape.

Key activities include:

- *Support for the establishment and operation of the decentralized APCOCC in Inhaminga ,* including training of rangers and community informants, and deployment of monitoring and enforcement technologies.

- *Implementation of human–wildlife conflict* response mechanisms, including training and support for HWIRUs, data collection on incidents, and promotion of preventive measures tailored to local contexts.

- *Development of participatory land-use plans*, aligned with conservation area management plans and community development aspirations, to maintain and strengthen ecological corridors.

- *Implementation of ecological restoration actions*, including assisted natural regeneration, reforestation, and fire management programs, in collaboration with community structures and women's groups.

- *Operation of community learning hubs*, such as the Site 1 – Community Education Center , offering training and outreach on conservation, sustainable livelihoods, and environmental stewardship.

- *Design and implementation of inclusive awareness and behavior change campaigns*, with a focus on schools, youth clubs, and local communication channels, ensuring the participation of women and other vulnerable groups.

- *Technical contributions to national and local strategies on land management and human–wildlife coexistence,* informed by GRP's integrated conservation and development experience in the GML landscape.

- *Collaboration with local authorities and technical partners,* supporting sustainability and alignment with broader landscape and conservation strategies.

- *Engage with local communities for the rolling out the grant-making scheme and other activities foreseen under the project's Component 3*, which aims to generate socio-economic benefits for local

communities by promoting sustainable nature-based enterprises, mitigating human-wildlife conflict, and applying integrated One Health approaches. This engagement will also ensure that at least 50% of the grants will directly benefit women, contributing to gender equality and more inclusive economic development.

Relevant Outputs and Activities – GRP

As part of its mandate under the TRANSFORM project in the Gorongosa–Marromeu (GML) landscape, GRP will be responsible for implementing a set of key activities aligned with Components 1, 3 and 4, as well as contributing to the delivery of selected outputs under the latter component related to knowledge management and dissemination. The outputs and activities in which GRP is involved are detailed below, organized by component *(For more details consult PRODOC)*.

VI.1) Outputs and activities under GRP's responsibility

Component 1) Management of Conservation Area Networks Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.

Improved management of conservation area networks and restoration of wildlife populations of the RLL and GML will happen as a result of the implementation of coordinated and innovative models to address illegal wildlife trade and unsustainable practices surrounding the conservation areas (such as deforestation, wildfire encroachment, fragmentation of ecosystems and disordered infrastructure development). The project will work towards ecological restoration of wildlife corridors, effective management of wetlands (Ramsar sites) through specific toolkits, development of spatial land use instruments and integrated landscape planning. Also, TRANSFORM will focus on implementing integrated strategies to address key conservation areas' challenges in RLL and GML. These include disrupting illegal wildlife trade networks through enhanced surveillance and legal frameworks, promoting sustainable land-use practices, and mitigating the impact of deforestation, wildfires, and habitat fragmentation. To guide sustainable development and prevent further environmental degradation, the project will also support the formulation and adoption of spatial land-use planning instruments and policies. These will serve as strategic tools for local and national authorities to balance conservation goals with socio-economic development priorities. Engagement with local communities and stakeholders will be a cornerstone of this component. Through education, capacity-building initiatives, and incentive-based programs, the project will promote inclusive participation and foster a sense of ownership in conservation efforts. This will empower communities to become active stewards of the landscapes they depend on *(For more details consult PRODOC)*.

Output 1.2) Decentralized APCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols.

This output supports the operationalization of landscape-level Anti-Poaching Coordination and Operational Centers (APCOCC) in both Gorongosa-Marromeu (GML) and Rovuma-Lugenda (RLL), building on MAAP/ ANAC, I.P.'s evolving enforcement model. It focuses on installing surveillance infrastructure, training field personnel—including women—in the use of technologies, and creating the systems for data sharing and coordinated response. APCOCCs will act as hubs to detect and respond to illegal activities, monitor wildlife movement, and enhance cross-border collaboration, particularly with Tanzania. Gender-responsive protocols and equitable access to training and equipment are key features of this output. By leveraging advanced technologies and skilled personnel, APCOCC, the project will strengthen conservation efforts, improve connectivity, facilitate wildlife movement and genetic diversity, and enhance surveillance to detect and prevent illegal activities such as poaching, logging, or encroachment in real-time and support research and Data Collection from gathering valuable data to inform conservation strategies and policy-making.

For quality assurance purpose, there is a need of precaution ensuring that equipments acquired from APCOCC Centers are standarized.

Activities include:

Activity 1.2.1) Establish and equip a APCOCC center in Inhaminga, Sofala[20]).
Activity 1.2.2) Procure, maintain, and upgrade surveillance equipment and establish a maintenance system
Activity 1.2.3) Train rangers and selected community members, including women, in anti-poaching and intelligence operations.
Activity 1.2.4) Establish a inclusive community informant network with incentive mechanisms.
Activity 1.2.5) Conduct mock drills and simulations.
Activity 1.2.6) Promote women's participation in surveillance operations.
Activity 1.2.7) Develop and roll out a security strategy tailored to the GML
Activity 1.2.8) Establish rapid response teams, including women, for poaching incidents.
Activity 1.2.9) Develop a centralized landscape-level poaching and wildlife monitoring database.
Activity 1.2.10) Set up regular information exchange with MAAP/ ANAC, I.P. *headquarters.*

Ensure that the training of the use of these tools and the overall operations are sensitive to gender dynamics and inclusivity. The trainings will be done by an independent agency to be hired through a tender process led by MAAP/ ANAC, I.P..

FOR BUDGETING PURPOSES – NIM
Work Package 2) Output 1.2. Activities linked to establishment of the Inhaminga APCOCC in the Gorongosa-Marromeu Landscape (GML), plus gender consultancy, engaging an NGO or service provider, MAAP/ ANAC, I.P. (lead), subcontracting to GRP, in partnership with FZS, Serviço Provincial do Ambiente (SPA) Sofala, operators of Coutadas and Game Farms. - To be planned and budget by MAAP/ ANAC, I.P.

Output 1.3) Human-Wildlife Incident Response Units (HWIRU), including both male and female community wildlife guardians, are equipped with smart technologies to collect and document incidents.

The establishment of HWIRUs within both landscapes is one of the proposed solutions for addressing problems linked to HWC. The following activities aim to reduce such conflicts through organized community response efforts, promoting the equitable participation of women and men in risk management, while strengthening local capacities. Action for this output will be focused on the corridor Gorongosa-Coutada 12-Coutada 11, in the Gorongosa-Marromeu Landscape, and in communities currently supported by GRP.

Initial action within Work Package 4 for this output will be focused on the area between the Gorongosa-Coutada 12-Coutada 11, which includes the Cheringoma Community Conservation Area (CCA). As the project progresses with implementation, the areas on focus may be expanded. GRP is expected to advance a proposition on this aspect, e.g. for also including Inhaminga.

[20] The JAPCOCC will be installed in Inhaminga town, the central point of GML, ideal to coordinate the operations with all conservation areas in the landscape such as GNP, MNR, Coutadas, game farms and Community conservation areas. JAPCOCC will be led by MAAP/ANAC in coordination with Provincial authorities (SPA).

Activities within Work Package 4 are also expected to cover collaboration with Serviço Provincial do Ambiente (SPA) in Sofala, and where applicable with operators of Coutadas and FZS to achieve the goals of Output 1.3.

Activities include:

Activity 1.3.1) Train community facilitators, committee members, and community scouts in human-wildlife conflict mitigation and data collection, wildlife monitoring using an inclusive approach and giving women equal chances to participate in training.

Activity 1.3.2) Equip the community facilitators and scouts with tools to support conflict mitigation and management, ensuring equal accessibility for women and men.

Activity 1.3.3) Establish the HWC response unit for the Cheringoma Community Conservation Area, and Coutada 12 in the landscape, ensuring women's participation in operational and coordination roles.

Activity 1.3.4) Develop a dashboard that captures events and incidents related to human-wildlife conflicts, data collected will be gender-disaggregated.

FOR BUDGETING PURPOSES – NIM
Work Package 4) Output 1.3 Activities in the Gorogosa-Marromeu Landscape (GML) linked to the development of Human-Wildlife Incident Response Units (HWIRU) in Gorongosa-Coutada 12-Coutada 11, MAAP/ ANAC, I.P. (lead), subcontracting to GRP, in partnership with FZS, Serviço Provincial do Ambiente (SPA) Sofala, operators of Coutadas and Game Farms.

Output 1.4) Strategically located veterinary centers are established in the landscapes and linked to HWIRU

Linked to Human-Wildlife Incident Response Units (HWIRU), this output will establish veterinary centers in three strategic locations: Cheringoma Community Conservation Area (CCA), Marromeu National Reserve (MNR), and Niassa Special Reserve (NSR). These centers will serve as operational hubs for veterinary surveillance, wildlife health monitoring, and emergency response -including support for human-wildlife conflict (HWC) mitigation. Operations in all centers will be gender-responsive, ensuring inclusive training, staffing, and field operations, and will be implemented under MAAP/ ANAC, I.P. leadership, in collaboration with GRP (Cheringoma), FZS and AMOS (Marromeu).

Activities include:

Activity 1.4.1) Establish a veterinary center in Cheringoma CCA.
Activity 1.4.2) Train community wildlife guardians and park staff, including women, in wildlife health surveillance, sample collection, and safe handling.
Activity 1.4.3) Equip the center with field gear, water, cold storage, transport units, and wildlife immobilization and monitoring equipment.
Activity 1.4.4) Develop protocols for disease surveillance andwildlife rescue integrating gender-sensitive response roles.
Activity 1.4.5) Launch awareness campaigns on zoonotic risk prevention and safe wildlife interaction, targeting both men and women in surrounding communities.

FOR BUDGETING PURPOSES – NIM
Work Package 6) Output 1.4 Activities in the Gorogosa-Marromeu Landscape (GML) linked to the establishment and/or refurbishment of HWIRU - veterinary centers in Cheringoma. MAAP/ ANAC, I.P. (lead), subcontracting to] GRP.

Output 1.5) The connectivity between important biodiversity source areas is enhanced

The project will restore or strengthen ecological connectivity between key biodiversity areas through targeted interventions that reduce threats, enhance habitat corridors, and promote sustainable land use. In the Gorongosa-Marromeu Landscape (GML), priority will be given to restoring ecological continuity between Gorongosa National Park, Coutada 12 in Cheringoma, Coutada 11 in Marromeu District, and the Marromeu National Reserve, capitalizing on the strategic positioning of the newly established Cheringoma Community Conservation Area (CCA), certified forest concessions, and adjacent coutadas.

Activities include:

Activity 1.5.2) Conduct detailed ecosystem and fauna movement assessments to map priority connectivity areas.
Activity 1.5.3) Develop and implement a Process Framework for engaging communities in connectivity restoration, as well as any necessary impact assessments.
Activity 1.5.4) Plan the restoration steps based on science and community knowledge and participation.
Activity 1.5.5) Design and roll out a fire management program that reduces uncontrolled burning while respecting traditional practices.
Activity 1.5.6) Develop gender-sensitive community land-use plans in the GML corridor (Gorongosa to Marromeu).
Activity 1.5.7) Establish or strengthen community governance structures along the corridor.
Activity 1.5.8) Raise awareness on the importance of corridors, wildlife movement, and coexistence with nature.

FOR BUDGETING PURPOSES – NIM
Work Package 9) Output 1.5 Activities in the Gorogosa-Marromeu Landscape (GML) linked to the restoration of the Cheringoma corridor and other areas. MAAP/ ANAC, I.P. (lead), subcontracting to GRP.

Component 3) Generation of socio-economic benefits from responsible management of wildlife populations

Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach) Management of Conservation Area Networks.

Similar to other responsible parties, the NGO **GRP** will be responsible for designing, launching, managing, and monitoring two community grant-making schemes under Outputs 3.1 and 3.2 of the TRANSFORM project, and will also contribute to the goals of Output 3.3 which refer to the OneHealth approach.

The organization will work in close coordination with MAAP/ ANAC, I.P., the Project Management Unit (PMU), local stakeholders, and beneficiary communities across the relevant part(s) of two project landscapes targeted by the project: Gorongosa–Marromeu (GML) and Rovuma–Lugenda (RLL).

The scope of work includes, but is not limited to, the following:

1. **Design and operationalization of the Grant Mechanism**
   - Develop operational guidelines, eligibility criteria, selection procedures, and disbursement protocols for two grant schemes: Output 3.1: Conservation incentives and human–wildlife conflict mitigation. And Output 3.2: Mini-grants for sustainable livelihood and natural resource use projects.
   - Ensure alignment with UNDP's Environmental and Social Safeguards, the Process Framework, and the Livelihood Action Plan.
   - Incorporate gender and social inclusion principles into all design aspects.

2. **Management of the call for proposals**
   - Design and launch transparent and inclusive calls for proposals.
   - Conduct information sessions and outreach in local languages across both landscapes.
   - Provide technical support to communities during proposal development, especially for marginalized or less experienced groups.

3. **Selection and contracting of Grantees**
   - Set up an evaluation committee (with MAAP/ ANAC, I.P. and PMU participation) to review and select grantees.
   - Draft and manage grant agreements, including clear deliverables, milestones, and compliance provisions.

4. **Disbursement and financial management**
   - Manage and track disbursements based on progress and compliance.
   - Establish appropriate financial control mechanisms and reporting requirements for grantees.

5. **Monitoring, Support, and Capacity Building**

- Provide ongoing technical assistance and capacity building to grantees in financial management, procurement, activity implementation, and monitoring.
- Conduct regular field visits to monitor implementation and resolve issues in real time.

6. **Data management, reporting, and knowledge sharing**
   - Maintain a comprehensive grants database, including disaggregated data (e.g., by gender, youth).
   - Prepare quarterly and annual reports on grant performance, challenges, and impacts.
   - Contribute lessons learned and best practices to the project's knowledge management system.

7. **Exit strategy and sustainability**
   - Design and implement an exit plan to ensure continuity and sustainability of supported initiatives beyond the life of the project.

Suggested deliverables and note on duration

The following key deliverables are expected for the duration of the contract in connection with outputs 3.1 and 3.2:

1. Grant Mechanism Implementation Plan
2. Public calls for proposals and information materials
3. Proposal evaluation reports and beneficiary selection
4. Managed disbursements and operational financial system
5. Capacity building plan and report
6. Monitoring system and Grant Project database
7. Consolidated technical and financial progress reports
8. Exit Strategy and Mechanism Sustainability Plan

The service contract will have an estimated duration of up to six (6) years, in alignment with the implementation schedule of Component 3 of the TRANSFORM project. The contract is expected to begin during the second year of the project, once safeguard assessments have been completed and the Process Framework and Livelihood Action Plan are finalized. Implementation will take place between years 2 and 7 for **Output 3.1** – *TRANSFORM Livelihoods Innovation Challenge Incentive*, supporting and establishing diversified community livelihoods through small and medium-sized nature-positive enterprises in the target landscapes; and between years 2 and 6 for **Output 3.2** – *Alternative and enhanced livelihoods through mini-grants*, supporting the generation of economic benefits for women and men in local communities, including through eco-job programs, local wildlife management, ecosystem restoration, and other initiatives under the TRANSFORM concept.

The duration may be subject to extension, reduction, or early termination depending on project needs, the performance of the service provider, availability of funds, and operational requirements of UNDP and MAAP/ ANAC, I.P.

Key implementation phases include:

- **Start-up phase:** 3 months – Preparation of the operational manual, grant procedures, and launch strategy.

- **Implementation phase:** Years 1 to 7 – Execution of grant cycles, disbursements, capacity building, and monitoring.
- **Exit and sustainability phase:** Final year – Submission of final reports and implementation of the exit and sustainability strategy.

All activities must be carried out in accordance with the project's gender equality strategy, social and environmental safeguards, and in alignment with the broader goals of community empowerment, biodiversity conservation, and climate resilience.

Refer to descriptions under the relevant project outputs in the PRODOC, summarized herein with a list of indicative activities for the NGO.

Output 3.1) TRANSFORM Livelihoods Innovation Challenge Incentive rolled out, supporting and establishing diversified community livelihoods through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes - 50% of incentives are slated to benefit businesses owned by women or where the majority of employees are women.

. The grants aim to foster sustainable income opportunities, reduce pressure on natural resources, and encourage community engagement in conservation. At least 50% of grants will benefit women-led businesses or those with majority female staff. Activities include conservation agriculture, beekeeping, non-timber forest products, sustainable fishing, handicrafts, eco-tourism, and skills development. Grants will be implemented through local service providers and align with UNDP's safeguards and grant policies.

Output 3.2) Alternative and enhanced livelihoods through mini-grants for supporting the generation of economic benefits for women and men in local communities including through eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept - 50% of the grants are slated to benefit women.

This output delivers mini-grants to communities for creating eco-jobs, managing human-wildlife conflict, and restoring ecosystems. At least 50% of beneficiaries will be women. Focus areas include fire management, agroforestry, sustainable horticulture, and village savings and loan associations (VSLAs). It targets well-structured CBOs and uses gender-responsive modalities to boost inclusive employment, especially in protected area buffer zones. Human-wildlife conflict mitigation will use low-cost solutions such as beehive fences and deterrent crops like chili and moringa.

Geographic Focus (differently from Output 3.1, this one will have a more restricted focus):

- **Gorongosa-Marromeu Landscape:** including communities in the Cheringoma Conservation Area, the wildlife corridor linking Gorongosa National Park to Coutadas 12, 11, 10, and 14, and the communities in and around the Marromeu National Reserve.

Human-Wildlife Conflict Mitigation Measures:

Cost-effective approaches will be implemented to reduce wildlife-induced crop loss and asset damage. These include the construction of beehive-integrated fencing and the cultivation of unpalatable or deterrent crops such as chili (peri-peri), moringa, and sesame around farms. Implementation will be coordinated by GRP in collaboration with MAAP/ ANAC, I.P., game farms, Coutadas, and special protected areas (SPAs) across Sofala, Niassa, and Cabo Delgado provinces.

VI.2) Other outputs for which collaboration by GRP is expected

Under Component 3 / Outcome 3, Output 3.3) Established veterinary services combining the One-Health concept with behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures

This output strengthens **veterinary services** through a **One Health approach**, addressing disease risks at the human–animal–ecosystem interface. It includes disease surveillance, dog vaccination campaigns, and training of community-based animal health facilitators. The initiative promotes collaboration between veterinary units, conservation actors, and local communities, with gender-sensitive awareness campaigns and data systems for tracking animal health and zoonotic disease outbreaks.

Activities will be coordinated by MAAP/ ANAC, I.P. and the National Directorate for Animal Health under MAAP, particularly for mapping and identification of risk zones, and key local conservation stakeholders. MAAP/ ANAC, I.P. will procure local organizations to deliver specific services on the ground. Engagement and coordination with Mozambique Wildlife Alliance will be critical for both landscapes in the developing training materials and models for both communities and veterinary technicians at district level.

The following activities are suggested within the relevant part of the landscapes, for which collaboration with the NGO GRP is envisaged:

Activity 3.3.1) Conduct a baseline assessment of zoonotic disease risks—accompanied by maps of high-risk zones—and develop a One Health Action Plan for both landscapes.

Activity 3.3.2) Train community-based animal health facilitators to conduct routine check-ups and reporting of animal health issues.

Activity 3.3.3) Launch community-wide veterinary service campaigns (e.g., dog vaccination, deworming, tick treatment) to reduce disease transmission vectors.

Activity 3.3.4) Develop an information system to track vaccinations, animal health, disease outbreaks, and general surveillance indicators.

Activity 3.3.5) Conduct community-level awareness campaigns to promote good practices and behavior change, ensuring that messaging is gender-sensitive and addresses barriers to participation by women and other marginalized groups.

Activity 3.3.6) Coordinate with local veterinary units and support training of veterinary staff on One Health principles and integrated approaches.

Under Component 4) Knowledge Exchange and Coordination Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.

Outcome 4 will focus on promoting behavioral change at the social, institutional, and community levels, fostering a more harmonious and sustainable relationship between people and wildlife in the Gorongosa-Marromeu and Rovuma-Lugenda landscapes, with specific attention to gender equality and the

empowerment of women and youth. Learning Centers will be established as inclusive spaces for community training, awareness raising, and knowledge appropriation. These centers will promote harmonious coexistence between people and wildlife, as well as the development of local capacities in areas such as sustainable production, ecotourism, agroforestry, and human-wildlife conflict mitigation, among others. Awareness and environmental education campaigns will be implemented, adapted to local cultural and linguistic contexts, and designed to be accessible to diverse social groups, including women with limited literacy or mobility. In addition, the project will collect, systematize, and disseminate good practices and lessons learned from its interventions and from previous experiences in conservation, sustainable biodiversity management, and wildlife-based economies. Regular experience-sharing platforms will also be promoted between the project landscapes, as well as with regional and transboundary initiatives, facilitating mutual learning and the replication of successful approaches. Furthermore, the project will actively participate in the knowledge platform of the GWP *(For more details consult PRODOC)*.

Output 4.1) Learning Centers established in the project landscapes, functioning as catalysts for the adoption of sustainable practices and behavioral change by communities, ensuring equitable access for women and men.

Under Output 4.1, the 'Learning Centers' to be established is specific locations within the landscapes will act as accelerators for the adoption of new practices and behavioral change by communities, ensuring equal access and tailored content for women and men, especially in food production and ecotourism and in their attitudes towards wildlife, including the promotion of agroforestry as alternative to annual crop agriculture in corridor and buffer zone areas. GEF resources will be used in a gender inclusive and cost-effective manner to strengthen the operationalization of Learning Centers within the project landscapes, some which already function as knowledge hubs and practical demonstration sites for local communities and other stakeholders in the region. The Learning Centers will also serve as platforms for community dialogue and exchange, promoting gender equality, fostering positive attitudes toward wildlife and encouraging coexistence. Special attention will be given to buffer zones and wildlife corridors, where shifting from annual crop-based agriculture to agroforestry systems can directly reduce habitat loss and conflict with wildlife.

Output 4.1 will be implemented under the leadership of the Ministry of Agriculture, Environment and Fisheries (MAAP), in close coordination with the National Administration of Conservation Areas (ANAC, I.P.), and with the technical and operational support of Gorongosa Restoration Project in the Gorongosa-Marromeu landscape. This entity will be responsible for establishing, rehabilitating, and equipping Community Learning Center in thelandscape, ensuring that it operates as inclusive space for training, raising awareness, and the generation of sustainable livelihoods. Implementation will take place in collaboration with local authorities, community organizations, and other technical actors specialized in gender, conservation, and socio-economic development.

The following activities are planned under this output:

Activity 4.1.2) Train female and male community members (community facilitators, rangers, leaders, etc.) in the landscape on several conservation themes such as Human and Wildlife coexistence, agroforestry, environmental education, ecotourism, and gender and conservation to operate the constructed community centers.

Activity 4.1.3) Equip the Cheringoma center with implementation tools and pilot the business plans and link with potential markets, using a gender-sensitive approach.

Activity 4.1.5) Build the capacity of female and male community members to manage and deliver conservation-related activities in the Learning Centers.

Output 4.3) Inclusive campaigns, awareness raising and content for formal education programs are delivered to residents of the target landscape

Output 4.3 will focus on supporting the design and delivery of awareness-raising campaigns, educational materials, and community-based programs aimed at strengthening community understanding of biodiversity conservation, and sustainable livelihoods, including the diversity of wildlife economy activities. These initiatives will be tailored to reach a diverse audience—ranging from school children and youth to local leaders, women's groups, persons with disability and other community groups—using context-specific content and inclusive, appropriate communication tools. Key themes, including human-wildlife coexistence, wildlife value, wildlife economy activities and the related value chains will be integrated as core messages within community outreach strategies and promoted through Learning Centers to foster greater awareness and engagement at the local level.

In addition, basic training will be provided to staff and collaborators in conservation areas, as well as district government officials who lack formal education in biodiversity or wildlife management. This training will aim to enhance their understanding of the ecological value of their landscapes and their role in promoting conservation and the wildlife economy, enabling them to act as knowledge multipliers and ambassadors of community campaigns and programs. In doing so, Output 4.3 adopts a holistic approach that broadens the reach of awareness-raising actions and strengthens the link between communities and local institutions.

The implementation of Output 4.3 will be led by MAAP/ ANAC, I.P., in coordination with District Education Directorates and other relevant government institutions. Technical support will be provided by service providers specialized in environmental education, communication, and gender, in collaboration with community-based organizations, local radio stations, and traditional leaders. Mozambique Wildlife Alliance (MWA) and other partner NGOs , like GRP, will play a key role in developing inclusive materials, campaigns, and methodologies to ensure that messages effectively reach women, youth, and other key groups across both landscapes.

Output 4.4) Behavioral change at the landscapes' local level

Behavioral change is promoted among both women and men in the target landscapes, contributing to a measurable reduction in illegal wildlife trade, unsustainable consumption of wildlife products, and poaching. These changes will be reflected not only in attitudes but in concrete actions that support biodiversity conservation. This output also includes targeted interventions to reduce deforestation driven by crop expansion and to curb the uncontrolled and harmful use of fire, fostering more sustainable land-use practices. Overall, the aim is to shift community behavior from passive awareness to active stewardship of natural resources, encouraging long-term, community-driven conservation outcomes.

Output 4.4 will be implemented in close collaboration with local authorities and protected area managers across the Gorongosa-Marromeu and Rovuma-Lugenda landscapes. Field-level implementation will be supported by community-based organizations, service providers with experience in rural development and participatory monitoring, and NGOs such as Mozambique Wildlife Alliance, contributing technical expertise in conservation, ecotourism, and human-wildlife conflict management. Activities will be closely linked to the Learning Centers, ensuring the active engagement of women, youth, and community rangers as key drivers of behavior change.

Activities

4.4.1. Knowledge exchange sessions for GRP Staff, community members and other conservation areas.

Coordination and supervision

GRP will coordinate directly with MAAP/ ANAC, I.P. at both national and provincial levels. It will participate in the Project Steering Committee (PSC) and collaborate with the Project Management Unit (PMU) in planning, monitoring, auditing, and results review processes. GRP will also work in coordination with other Responsible Parties (e.g., WCS, FZS) to ensure thematic and geographic coherence across the project landscape.

Agreement Duration: [Date of signature] – [Estimated end date: 7 years]

Budget Envelopes

TOR (2) for Frankfurt Zoological Society (FZS)

In connection with the 2-STEP Validation

In preparation of the project resubmission and the Local Project Appraisal Committee (LPAC)

Project Background

Mozambique, a coastal country located in southeastern Africa, is one of the most biodiverse nations in the region, home to globally important ecosystems such as tropical forests, savannahs, inland wetlands, and marine habitats. Approximately 26% of its terrestrial territory is designated as conservation areas, providing refuge for African megafauna, migratory birds, and threatened endemic species such as the African wild dog, elephants, and sea turtles.

However, the country faces significant development challenges. More than 60% of its 33 million inhabitants live in rural areas, with a national poverty rate near 60%, and a Human Development Index ranking of 181 out of 191 countries. Additionally, the country struggles with high youth unemployment, recurrent extreme weather events such as cyclones and droughts, and ongoing security challenges, particularly in the north. Literacy rates are low, especially among women, who also face widespread gender inequality in access to education, healthcare, and land rights.

Despite these barriers, Mozambique has made important strides toward becoming a regional leader in integrated landscape management, biodiversity conservation, and sustainable development. The network of terrestrial protected areas covers nearly 30% of the national territory, while Marine Protected Areas account for 2.16% of the coastal zone. The management of this network is overseen by the National Administration for Conservation Areas (ANAC, I.P.), a public institution established in 2011, which supervises the implementation of policies, conservation operations, co-management partnerships, and law enforcement. Mozambique's conservation policies align with global goals and contribute to addressing biodiversity loss and climate change impacts, while also promoting economic development through ecotourism, carbon projects, and other wildlife economy activities.

The project "Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)" is a child project under the GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP) and was selected as one of the 15 national projects under this framework. This phase of the program is implemented within the Global Wildlife Program (GWP) platform, which will be leveraged to create synergies, share lessons, and strengthen collaboration among participating countries.

GEF-8 builds on the achievements reached through Mozambique's previous participation in the GWP under GEF-6, which strengthened protected area management, improved anti-poaching operations, and enhanced community engagement, particularly in the Niassa Special Reserve (NSR) and Gorongosa National Park (GNP). These experiences led to normative advances such as community conservation area legislation, strengthened institutional capacity at national and local levels, and fostered multi-sectoral coordination mechanisms that will now be scaled up in this new phase. Key partners such as ANAC, I.P., the Gorongosa Restoration Project (GRP), and the Wildlife Conservation Society (WCS) will remain involved, ensuring operational and technical continuity while expanding the landscape approach to include the Marromeu Complex and Quirimbas National Park.

Mozambique has a robust legal framework, such as the Conservation Areas Law No. 16/2014, which recognizes the rights of communities to participate in natural resource management, including wildlife. However, in practice, these rights are rarely operationalized. Benefits from activities such as trophy hunting do not always reach communities in a timely or transparent manner. This perpetuates the disconnect between conservation and local well-being, reducing incentives to protect wildlife and encouraging illegal activities. Despite some progress, many areas lack infrastructure, trained personnel, and technologies to effectively cover the territory. On the other hand, since the 2000s, Community Conservation Areas (CCAs) have emerged as key mechanisms to decentralize natural resource management, becoming effective spaces to strengthen community resilience, facilitate local governance, and mitigate conflict. Nevertheless, their effective implementation still faces challenges related to technical capacity, access to financing, and appropriate institutional frameworks.

For project implementation, the two prioritized landscapes are Gorongosa-Marromeu (GML) and Rovuma-Lugenda (RLL), both of high ecological value but under increasing pressure from forest cover loss, fires, and illegal hunting. These threats are driven by structural factors such as unsustainable land use,

poverty, and weak institutional capacity. Through a landscape approach, the project seeks to remove systemic barriers by strengthening institutional capacities, promoting land use planning, improving surveillance and law enforcement, and consolidating inclusive governance mechanisms that enable communities — especially women and youth — to participate in decision-making and gain equitable access to the benefits of a wildlife-based economy.

FZS signed a Technical and Finance Support agreement With ANAC, I.P. in November 2023 for the management of Marromeu National Reserve. It is therefore a relatively new player in the Gorongosa-Marromeu Landscape, but has the capacity to provide financial, technical, and logistical support for the management of the Reserve. FZS is currently supporting basic Reserve management operations, whilst going through a process of developing a joint vision and strategic plan with ANAC, I.P., to feed into the development of more complex operational and monitoring plans.

The Rovuma–Lugenda landscape in the north, which includes the Niassa Special Reserve (NSR), Quirimbas National Park, communities, and coutadas, is a critical intervention area. In these zones, the international organization Wildlife Conservation Society (WCS) has played a fundamental role in biodiversity conservation for more than a decade through a co-management agreement with ANAC, I.P..

The objective of the TRANSFORM project is to strengthen the integrated management of wildlife conservation and the improvement of livelihoods in these landscapes through transformative approaches, including improved conservation area management, strengthened law enforcement, inclusive land-use planning, and equitable benefit-sharing from wildlife-based economies, with a strong emphasis on empowering women and youth.

The TRANSFORM project seeks to enhance the integrated management of wildlife across landscapes that include protected areas of different categories and purposes, among them, national park, faunal reserve, special reserve, and *coutadas de caça* (hunting concessions). The landscapes also include unprotected land and a large number of local communities living and using land within these landscapes. Therefore, to achieve 'integrated management' within the landscapes that are very vast, a multi-modal approach is proposed through the project's four interdependent components:

COMPONENT 1: Improving the management of conservation area networks and restoring wildlife populations in the Rovuma-Lugenda (RLL) and Gorongosa-Marromeu (GML) landscapes. This will be achieved through coordinated and innovative models to combat illegal wildlife trade, unsustainable practices (such as deforestation and wildfires), ecosystem fragmentation, and unplanned infrastructure development.

COMPONENT 2: Strengthening policies, regulatory frameworks, and tools to combat illegal and unsustainable wildlife trade and establishing management systems for wildlife-based economies, including safeguards and performance monitoring. This component aims to benefit all sectors of society by reviewing existing instruments and integrating conservation efforts into ongoing digital governance initiatives.

COMPONENT 3: Generating socioeconomic benefits from the responsible management of wildlife populations through community-centered conservation, mitigation of human-wildlife conflict, promotion of nature-based businesses, and control of disease transmission between wildlife, livestock, and people. Community-centered conservation through the grant-making scheme foreseen under this component will be the primary mechanism to support wildlife-based economies and services, with activities such as building producer–buyer linkages, strengthening value chains, and enhancing the local wildlife economy

for development. In turn, the OneHealth approach will support communities' coexistence with wildlife, and reduce disease transmission risks between people, livestock, and wildlife.

COMPONENT 4: Mainstreaming social support into safe and sustainable wildlife supply chains, promoting behavioral changes that address unsustainable wildlife consumption, supporting land-use models that foster human-wildlife coexistence, and enhancing capacity building and continuous learning in public and community institutions.

These Terms of Reference outline the scope of responsibilities and expected contributions of FZS to achieve the project's strategic outcomes under Components 1, 3 and 4, in coordination with MAAP/ ANAC, I.P., UNDP, and local stakeholders.

Objective and Components of the TRANSFORM Project

To support the implementation of key activities in the Gorongosa–Marromeu Landscape (GML) under Component 1, 3 and 4 of the TRANSFORM project, specifically related to law enforcement, human–wildlife conflict response, and wildlife health. FZS will contribute to the establishment and operation of an central coordination and operations center in Marromeu National Reserve, linked to capacitated centers in adjacent Coutadas, as well as establishment of HWIRU units in the Reserve and adjacent Coutadas, in coordination with ANAC, I.P., GRP, and local partners.

Scope of Work

The purpose of this ToR is to formalize the role of the Frankfurt Zoological Society (FZS) as a Responsible Party for the implementation of targeted activities under Component 1 of the TRANSFORM project, in the Gorongosa–Marromeu Landscape.

The scope of work includes, but is not limited to, the following responsibilities:

1. **Support the establishment and operation of a decentralized coordination and operations center in Marromeu National Reserve**, in collaboration with ANAC, I.P. and local partners. This includes infrastructure support, provision of surveillance equipment, participation in patrol coordination, and facilitation of data-sharing systems *(Output 1.2).*

2. **Contribute to the creation and operationalization of Human-Wildlife Incident Response Units (HWIRUs)** in the Marromeu National Reserve and surrounding areas. This includes training community members (with emphasis on women), providing conflict mitigation tools, and supporting coordination with local stakeholders *(Output 1.3).*

3. **Ensure support for any necessary veterinary intervention, wildlife translocation and wildlife disease surveillance needs within the Marromeu National Reserve through engagement of specialised and qualified service providers.**
   (Output 1.4).

4. **Promote gender-sensitive and inclusive approaches across all interventions**, ensuring equal participation of women and men in training, field operations, and decision-making processes.

5. **Coordinate closely with** ANAC, I.P.**, GRP, SPA Sofala, Coutada operators, and community institutions** to ensure alignment, efficiency, and sustainability of interventions across the GML landscape.

6. **Contribute financial and technical resources to the implementation of assigned work packages**, as part of the co-financing commitment of FZS to the TRANSFORM project.

7. **Roll out the grant-making mechanism benefitting local communities at the landscape level, including women at 50%:** Two schemes are expected to be rolled out in the area of influence of the service provider – one under Output 3.1 and another one under Output 3.2. The mechanism is expected to adopt a participatory, transparent approach that is sensitive to local contexts and aligned with UNDP's environmental and social safeguard standards, including application of the Process Framework and Livelihood Action Plan. It must also incorporate principles of gender equity, social inclusion, accountability, and long-term sustainability.

8. **Co-support activities linked to the OneHealth concept under Output 3.3.** The focus will be on behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures.

Forms of Engagement

As part of its responsibilities under the TRANSFORM project in the Gorongosa–Marromeu Landscape (GML), FZS will implement a defined set of activities focused on enhancing wildlife protection, responding to human–wildlife conflict, and strengthening wildlife health. These actions will be carried out in close collaboration with ANAC, I.P., GRP, AMOS, SPA Sofala, Coutada operators, and community institutions.

Key areas of engagement include:

- *Support to a coordination and operations center in Marromeu National Reserve,* including provision of technical input, patrol coordination, gender-responsive surveillance training and promotion of inclusive informant networks, linked to capacitated operations centers in adjacent Coutadas.

- *Operationalization of Human-Wildlife Incident Response Units (HWIRUs) in Marromeu*, ensuring community engagement, gender balance in field teams where appropriate, and access to conflict mitigation tools and training.

- *Provide access to veterinary and wildlife translocation service providers where needed to respond to wildlife health and emergency response,* and coordination with other response hubs.

- *Promotion of gender equity and local participation,* ensuring women and vulnerable groups are actively involved in surveillance, wildlife response, and veterinary operation where possible and appropriate. While MAAP/ ANAC, I.P. holds the formal responsibility for staff engagement under the FZS Technical and Finance Agreement, FZS remains strongly committed to advancing gender equity and inclusive participation. The organization will actively promote and support these principles within the scope of its mandate and through close coordination with MAAP/ ANAC, I.P.

- *Integration of field data and community insights* into national-level planning and reporting systems, contributing to real-time wildlife monitoring and strategic decision-making.

- *Collaboration with local authorities and technical partners,* supporting sustainability and alignment with broader landscape and conservation strategies.

- *Engage with local communities for the rolling out the grant-making scheme and other activities foreseen under the project's Component 3*, which aims to generate socio-economic benefits for local communities by promoting sustainable nature-based enterprises, mitigating human-wildlife conflict, and applying integrated One Health approaches. This engagement will also ensure that at least 50% of the grants will directly benefit women, contributing to gender equality and more inclusive economic development.

Relevant Outputs and Activities – FZS

As part of its mandate under the TRANSFORM project in the Gorongosa–Marromeu (GML) landscape, FZS will be responsible for implementing, as well as collaborating in the development of, a set of key outputs and activities aligned with Component 1. The outputs and activities in which FZS is involved are detailed below (For more details consult PRODOC).

VI.1) Outputs and activities under FZS's responsibility

Component 1) Management of Conservation Area Networks.

Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.

Improved management of conservation area networks and restoration of wildlife populations of the RLL and GML will happen as a result of the implementation of coordinated and innovative models to address illegal wildlife trade and unsustainable practices surrounding the conservation areas (such as deforestation, wildfire encroachment, fragmentation of ecosystems and disordered infrastructure development). The project will work towards ecological restoration of wildlife corridors, effective management of wetlands (Ramsar sites) through specific toolkits, development of spatial land use instruments and integrated landscape planning. Also, TRANSFORM will focus on implementing integrated strategies to address key conservation areas' challenges in RLL and GML. These include disrupting illegal wildlife trade networks through enhanced surveillance and legal frameworks, promoting sustainable land-use practices, and mitigating the impact of deforestation, wildfires, and habitat fragmentation. To guide sustainable development and prevent further environmental degradation, the project will also support the formulation and adoption of spatial land-use planning instruments and policies. These will serve as strategic tools for local and national authorities to balance conservation goals with socio-economic development priorities. Engagement with local communities and stakeholders will be a cornerstone of this component. Through education, capacity-building initiatives, and incentive-based programs, the project will promote inclusive participation and foster a sense of ownership in conservation efforts. This will empower communities to become active stewards of the landscapes they depend on *(For more details consult PRODOC)*.

Output 1.2) Decentralized APCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols.

This output supports the operationalization of landscape-level Anti-Poaching Coordination and Operational Centers (APCOCC) and localized Anti-Poaching Coordination and Operational Centers (APCOCC), in both Gorongosa-Marromeu (GML) and Rovuma-Lugenda (RLL), building on MAAP/ ANAC, I.P.'s evolving enforcement model. It focuses on installing surveillance infrastructure, training field personnel—including women—in the use of technologies and creating the systems for data sharing and coordinated response. JAPCOCCs (at the central level) and APCOCCs (decentralized) will act as hubs to detect and respond to illegal activities, monitor wildlife movement, and enhance cross-border collaboration, particularly with Tanzania. Gender-responsive protocols and equitable access to training and equipment are key features of this output.

By leveraging advanced technologies and skilled personnel, the project will strengthen conservation efforts, improve connectivity, facilitate wildlife movement and genetic diversity, and enhance surveillance to detect and prevent illegal activities such as poaching, logging, or encroachment in real-time and support research and Data Collection from gathering valuable data to inform conservation strategies and policy-making.

Activities include:

Activity 1.2.26 Establish and equip a coordination and operations center in Marromeu National Reserve, Marromeu, and equip and capacitate coordination centers in adjacent Coutadas

Activity 1.2.27 Train rangers and selected community members, including women where appropriate, in strategic anti-poaching and intelligence operations.

Activity 1.2.28 Develop and roll out a security strategy tailored to the GML, and more specifically for Marromeu National Reserve.

Activity 1.2.29 Establish rapid response teams, including women where appropriate, for poaching incidents.

Activity 1.2.30 Develop a centralized landscape-level poaching and wildlife monitoring database, linking the Marromeu Operations Center with operation centers in adjacent Coutadas.

FOR BUDGETING PURPOSES -- NIM
Work Package 2) Output 1.2. Activities linked to establishment of one or more APCOCCs in the Gorongosa-Marromeu Landscape (GML), , engaging an NGO or service provider, MAAP/ANAC, I.P. (lead), subcontracting to FZS]

Output 1.3) Human-Wildlife Incident Response Units (HWIRU), including both male and female community wildlife guardians, are equipped with smart technologies to collect and document incidents.

The establishment of HWIRUs within both landscapes is one of the proposed solutions for addressing problems linked to HWC. The following activities aim to reduce such conflicts through organized community response efforts, promoting the equitable participation of women and men in risk management, while strengthening local capacities.

Action for this output will be focused on the corridor Gorongosa-Coutada 12-Coutada 11, as well as Marromeu National Reserve and adjacent Coutadas 10, 11 and 14, in the Gorongosa-Marromeu Landscape, and in communities currently supported by WCS, which lie between Hunting blocks L4 and L7, in the main road to Mecula district for the Rovuma Lugenda Landscape.

Activities include:

Activity 1.3.1) Train community facilitators, committee members, and community scouts in human-wildlife conflict mitigation and data collection, using an inclusive approach and giving women equal chances to participate in training.

Activity 1.3.2) Equip the community facilitators and scouts with tools to support conflict mitigation and management, ensuring equal accessibility for women and men.

Activity 1.3.3) Establish the HWC response unit for the Marromeu National Reserve, Niassa Special Reserve, in coordination with the Coutadas and Hunting Block operators existing in each of the landscape, ensuring women's participation in operational and coordination roles.

Activity 1.3.4) Develop a real-time dashboard that captures events and incidents related to human-wildlife conflicts, data collected will be gender-disaggregated.

Activity 1.3.5) Identify and train women as community wildlife guardians.

GRP, FZS and WCS will work closely not just with MAAP/ ANAC, I.P. but also with Coutada and hunting block operators to establish and operationalize the HWIRU units, implement training programs, and facilitate the use of mitigation technologies.

At the community level, the active participation of local facilitators and scouts will be ensured, among them women, with support from NGOs and community-based organizations already present in the landscapes.

Regarding gender-responsiveness, MAAP/ ANAC, I.P.'s gender focal point, the Ministry of Gender, Children and Social Action, and specialized NGOs will ensure the integration of inclusive approaches across all activities, promoting the equitable participation of women and men in the planning, implementation, and monitoring of actions.

FOR BUDGETING PURPOSES -- NIM
Work Package 4) Output 1.3 Activities in the Gorogosa-Marromeu Landscape (GML) linked to the development of Human-Wildlife Incident Response Units (HWIRU) in Gorongosa-Coutada 12-Coutada 11, MAAP/ ANAC, I.P. (lead), subcontracting to FZS, Serviço Provincial do Ambiente (SPA) Sofala, operators of Coutadas and Game Farms.

Output 1.4) Strategically located veterinary and translocation service centers are established in the landscapes and linked to HWIRU

Linked to Human-Wildlife Incident Response Units (HWIRU), this output will establish veterinary and wildlife translocation service centers in twostrategic locations: Cheringoma Community Conservation Area (CCA), and Niassa Special Reserve (NSR). These centers will serve as operational hubs for veterinary surveillance, wildlife health monitoring, and emergency response -including support for translocations, disease control, and human-wildlife conflict (HWC) mitigation. Operations in all centers will be gender-

responsive, ensuring inclusive training, staffing, and field operations, and will be implemented under MAAP/ ANAC, I.P. leadership, in collaboration with GRP (Cheringoma), and WCS (Niassa). In Marromeu the focus will be on ensuring that awareness is raised on the risk of zoonotic diseases and safe wildlife interaction, as well as ensuring that access to veterinary and wildlife translocation service providers are provided to respond to any wildlife health or emergency response.

Activities include:

Activity 1.4.5) Launch awareness campaigns on zoonotic risk prevention and safe wildlife interaction, targeting both men and women in surrounding communities.
Activity 1.4.6) Provide access to veterinary and wildlife translocation service providers where needed to respond to wildlife health and emergency response.

Component 3) Generation of socio-economic benefits from responsible management of wildlife populations

Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach) Management of Conservation Area Networks.

Similar to other responsible parties, the NGO **FZS** will be responsible for designing, launching, managing, and monitoring two community grant-making schemes under Outputs 3.1 and 3.2 of the TRANSFORM project, and will also contribute to the goals of Output 3.3 which refer to the OneHealth approach.

The organization will work in close coordination with MAAP/ ANAC, I.P., the Project Management Unit (PMU), local stakeholders, and beneficiary communities across the relevant part(s) of two project landscapes targeted by the project: Gorongosa–Marromeu (GML) and Rovuma–Lugenda (RLL).

The scope of work includes, but is not limited to, the following:

1. **Design and operationalization of the Grant Mechanism**

- Develop operational guidelines, eligibility criteria, selection procedures, and disbursement protocols for two grant schemes: Output 3.1: Conservation incentives and human–wildlife conflict mitigation. And Output 3.2: Mini-grants for sustainable livelihood and natural resource use projects.
- Ensure alignment with UNDP's Environmental and Social Safeguards, the Process Framework, and the Livelihood Action Plan.
- Incorporate gender and social inclusion principles into all design aspects.

2. **Management of the call for proposals**

- Design and launch transparent and inclusive calls for proposals.
- Conduct information sessions and outreach in local languages across both landscapes.
- Provide technical support to communities during proposal development, especially for marginalized or less experienced groups.

3. **Selection and contracting of Grantees**

- Set up an evaluation committee (with MAAP/ ANAC, I.P. and PMU participation) to review and select grantees.
- Draft and manage grant agreements, including clear deliverables, milestones, and compliance provisions.

4. **Disbursement and financial management**
   - Manage and track disbursements based on progress and compliance.
   - Establish appropriate financial control mechanisms and reporting requirements for grantees.

5. **Monitoring, Support, and Capacity Building**
   - Provide ongoing technical assistance and capacity building to grantees in financial management, procurement, activity implementation, and monitoring.
   - Conduct regular field visits to monitor implementation and resolve issues in real time.

6. **Data management, reporting, and knowledge sharing**
   - Maintain a comprehensive grants database, including disaggregated data (e.g., by gender, youth).
   - Prepare quarterly and annual reports on grant performance, challenges, and impacts.
   - Contribute lessons learned and best practices to the project's knowledge management system.

7. **Exit strategy and sustainability**
   - Design and implement an exit plan to ensure continuity and sustainability of supported initiatives beyond the life of the project.

Suggested deliverables and note on duration

The following key deliverables are expected for the duration of the contract in connection with outputs 3.1 and 3.2:

1. Grant Mechanism Implementation Plan
2. Public calls for proposals and information materials
3. Proposal evaluation reports and beneficiary selection
4. Managed disbursements and operational financial system
5. Capacity building plan and report
6. Monitoring system and Grant Project database
7. Consolidated technical and financial progress reports
8. Exit Strategy and Mechanism Sustainability Plan

The service contract will have an estimated duration of up to six (6) years, in alignment with the implementation schedule of Component 3 of the TRANSFORM project. The contract is expected to begin during the second year of the project, once safeguard assessments have been completed and the Process Framework and Livelihood Action Plan are finalized. Implementation will take place between years 2 and 7 for **Output 3.1** – *TRANSFORM Livelihoods Innovation Challenge Incentive*, supporting and establishing diversified community livelihoods through small and medium-sized nature-positive enterprises in the target landscapes; and between years 2 and 6 for **Output 3.2** – *Alternative and enhanced livelihoods through mini-grants*, supporting the generation of economic benefits for women and men in local

communities, including through eco-job programs, local wildlife management, ecosystem restoration, and other initiatives under the TRANSFORM concept.

The duration may be subject to extension, reduction, or early termination depending on project needs, the performance of the service provider, availability of funds, and operational requirements of UNDP and MAAP/ ANAC, I.P.

Key implementation phases include:

- **Start-up phase:** 3 months – Preparation of the operational manual, grant procedures, and launch strategy.
- **Implementation phase:** Years 2 to 7 – Execution of grant cycles, disbursements, capacity building, and monitoring.
- **Exit and sustainability phase:** Final year – Submission of final reports and implementation of the exit and sustainability strategy.

The service provider is expected to maintain operational flexibility and readiness to adjust timelines in coordination with MAAP/ ANAC, I.P. and the Project Management Unit (PMU). The provider will also align and coordinate activities with the responsible partner (RP) in each project landscape.

All activities must be carried out in accordance with the project's gender equality strategy, social and environmental safeguards, and in alignment with the broader goals of community empowerment, biodiversity conservation, and climate resilience.

Refer to descriptions under the relevant project outputs in the PRODOC, summarized herein with a list of indicative activities for the NGO.

Output 3.1) TRANSFORM Livelihoods Innovation Challenge Incentive rolled out, supporting and establishing diversified community livelihoods through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes - 50% of incentives are slated to benefit businesses owned by women or where the majority of employees are women.

This output establishes a Challenge Grant Facility to support small- and medium-scale, nature-positive enterprises led by community groups. The grants aim to foster sustainable income opportunities, reduce pressure on natural resources, and encourage community engagement in conservation. At least 50% of grants will benefit women-led businesses or those with majority female staff. Activities include conservation agriculture, beekeeping, non-timber forest products, sustainable fishing, handicrafts, eco-tourism, and skills development. Grants will be implemented through local service providers and align with UNDP's safeguards and grant policies.

Output 3.2) Alternative and enhanced livelihoods through mini-grants for supporting the generation of economic benefits for women and men in local communities including through eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept - 50% of the grants are slated to benefit women.

This output delivers mini-grants to communities for creating eco-jobs, managing human-wildlife conflict, and restoring ecosystems. At least 50% of beneficiaries will be women. Focus areas include fire

management, agroforestry, sustainable horticulture, and village savings and loan associations (VSLAs). It targets well-structured CBOs and uses gender-responsive modalities to boost inclusive employment, especially in protected area buffer zones. Human-wildlife conflict mitigation will use low-cost solutions such as beehive fences and deterrent crops like chili and moringa.

Geographic Focus (differently from Output 3.1, this one will have a more restricted focus):

- **Gorongosa-Marromeu Landscape:** including communities in the Cheringoma Conservation Area, the wildlife corridor linking Gorongosa National Park to Coutadas 12, 11, 10, and 14, and the communities in and around the Marromeu National Reserve.
- **Rovuma-Lugenda Landscape**: focusing on communities located between Landscape Blocks L4 and L7, particularly along the main road connecting Marrupa and Mecula Districts.

Human-Wildlife Conflict Mitigation Measures:

Cost-effective approaches will be implemented to reduce wildlife-induced crop loss and asset damage. These could include the construction of beehive-integrated fencing and the cultivation of unpalatable or deterrent crops such as chili (peri-peri), moringa, and sesame around farms. Implementation will be coordinated by FZS in collaboration with MAAP/ ANAC, I.P., game farms, Coutadas, and special protected areas (SPAs) across Sofala, Niassa, and Cabo Delgado provinces.

VI.2) Other outputs for which collaboration by FZS is expected

Under Component 3 / Outcome 3, Output 3.3) Established veterinary services combining the One-Health concept with behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures

This output strengthens **veterinary services** through a **One Health approach**, addressing disease risks at the human–animal–ecosystem interface. It includes disease surveillance, dog vaccination campaigns, and training of community-based animal health facilitators. The initiative promotes collaboration between veterinary units, conservation actors, and local communities, with gender-sensitive awareness campaigns and data systems for tracking animal health and zoonotic disease outbreaks.

Activities will be coordinated by MAAP/ ANAC, I.P. and the National Directorate for Animal Health under MAAP, particularly for mapping and identification of risk zones, and key local conservation stakeholders. MAAP/ ANAC, I.P. will procure local organizations to deliver specific services on the ground. Engagement and coordination with Mozambique Wildlife Alliance will be critical for both landscapes in the developing training materials and models for both communities and veterinary technicians at district level.

The following activities are suggested within the relevant part of the landscapes, for which collaboration with the NGO FZS is envisaged:

Activity 3.3.1) Conduct a baseline assessment of zoonotic disease risks—accompanied by maps of high-risk zones—and develop a One Health Action Plan for both landscapes.

Activity 3.3.2) Train community-based animal health facilitators to conduct routine check-ups and reporting of animal health issues.

Activity 3.3.3) Launch community-wide veterinary service campaigns (e.g., dog vaccination, deworming, tick treatment) to reduce disease transmission vectors.

Activity 3.3.4) Develop an information system to track vaccinations, animal health, disease outbreaks, and general surveillance indicators.

Activity 3.3.5) Conduct community-level awareness campaigns to promote good practices and behavior change, ensuring that messaging is gender-sensitive and addresses barriers to participation by women and other marginalized groups.

Activity 3.3.6) Coordinate with local veterinary units and support training of veterinary staff on One Health principles and integrated approaches.

Under Component 4) Knowledge Exchange and Coordination / Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.

Outcome 4 will focus on promoting behavioral change at the social, institutional, and community levels, fostering a more harmonious and sustainable relationship between people and wildlife in the Gorongosa-Marromeu and Rovuma-Lugenda landscapes, with specific attention to gender equality and the empowerment of women and youth. Learning Centers will be established as inclusive spaces for community training, awareness raising, and knowledge appropriation. These centers will promote harmonious coexistence between people and wildlife, as well as the development of local capacities in areas such as sustainable production, ecotourism, agroforestry, and human-wildlife conflict mitigation, among others. Awareness and environmental education campaigns will be implemented, adapted to local cultural and linguistic contexts, and designed to be accessible to diverse social groups, including women with limited literacy or mobility. In addition, the project will collect, systematize, and disseminate good practices and lessons learned from its interventions and from previous experiences in conservation, sustainable biodiversity management, and wildlife-based economies. Regular experience-sharing platforms will also be promoted between the project landscapes, as well as with regional and transboundary initiatives, facilitating mutual learning and the replication of successful approaches. Furthermore, the project will actively participate in the knowledge platform of the GWP *(For more details consult PRODOC)*.

Activity include:

Activity 4.1.2) Train female and male community members (community facilitators, rangers, leaders, etc.) in the landscape on several conservation themes such as Human and Wildlife coexistence, agroforestry, agro-ecology, environmental education, ecotourism and other wildlife economy activities, nature-based solutions, gender and conservation to operate the constructed community centers.

Coordination and supervision

FZS will coordinate directly with MAAP/ ANAC, I.P. at both national and provincial levels. It will participate in the Project Steering Committee (PSC) and collaborate with the Project Management Unit (PMU) in planning, monitoring, auditing, and results review processes. FZS will also work in coordination with other Responsible Parties (e.g., WCS, GRP) to ensure thematic and geographic coherence across the project landscape.

Agreement Duration: [Date of signature] – [Estimated end date: 7 years]

Budget Envelopes

TOR (3) for the Mozambique-based NGO Wildlife Conservation Society (WCS)

In connection with the 2-STEP Validation

In preparation of the project resubmission and the Local Project Appraisal Committee (LPAC)

PROJECT BACKGROUND

Mozambique, a coastal country located in southeastern Africa, is one of the most biodiverse nations in the region, home to globally important ecosystems such as tropical forests, savannahs, inland wetlands, and marine habitats. Approximately 26% of its terrestrial territory is designated as conservation areas, providing refuge for African megafauna, migratory birds, and threatened endemic species such as the African wild dog, elephants, and sea turtles.

However, the country faces significant development challenges. More than 60% of its 33 million inhabitants live in rural areas, with a national poverty rate near 60%, and a Human Development Index ranking of 181 out of 191 countries. Additionally, the country struggles with high youth unemployment, recurrent extreme weather events such as cyclones and droughts, and ongoing security challenges, particularly in the north. Literacy rates are low, especially among women, who also face widespread gender inequality in access to education, healthcare, and land rights.

Despite these barriers, Mozambique has made important strides toward becoming a regional leader in integrated landscape management, biodiversity conservation, and sustainable development. The network of terrestrial protected areas covers nearly 30% of the national territory, while Marine Protected Areas account for 2.16% of the coastal zone. The management of this network is overseen by the National Administration for Conservation Areas (ANAC, I.P.), a public institution established in 2011, which supervises the implementation of policies, conservation operations, co-management partnerships, and law enforcement. Mozambique's conservation policies align with global goals and contribute to addressing biodiversity loss and climate change impacts, while also promoting economic development through ecotourism, carbon projects, and other wildlife economy activities.

The project "Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)" is a child project under the GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP) and was selected as one of the 15 national projects under this framework. This phase of the program is implemented within the Global Wildlife Program (GWP) platform, which will be leveraged to create synergies, share lessons, and strengthen collaboration among participating countries.

GEF-8 builds on the achievements reached through Mozambique's previous participation in the GWP under GEF-6, which strengthened protected area management, improved anti-poaching operations, and enhanced community engagement, particularly in the Niassa Special Reserve (NSR) and Gorongosa National Park (GNP). These experiences led to normative advances such as community conservation area legislation, strengthened institutional capacity at national and local levels, and fostered multi-sectoral coordination mechanisms that will now be scaled up in this new phase. Key partners such as ANAC, I.P., the Gorongosa Restoration Project (GRP), and the Wildlife Conservation Society (WCS) will remain involved, ensuring operational and technical continuity while expanding the landscape approach to include the Marromeu Complex and Quirimbas National Park.

Mozambique has a robust legal framework, such as the Conservation Areas Law No. 16/2014, which recognizes the rights of communities to participate in natural resource management, including wildlife. However, in practice, these rights are rarely operationalized. Benefits from activities such as trophy hunting do not always reach communities in a timely or transparent manner. This perpetuates the disconnect between conservation and local well-being, reducing incentives to protect wildlife and encouraging illegal activities. Despite some progress, many areas lack infrastructure, trained personnel, and technologies to effectively cover the territory. On the other hand, since the 2000s, Community Conservation Areas (CCAs) have emerged as key mechanisms to decentralize natural resource management, becoming effective spaces to strengthen community resilience, facilitate local governance, and mitigate conflict. Nevertheless, their effective implementation still faces challenges related to technical capacity, access to financing, and appropriate institutional frameworks.

For project implementation, the two prioritized landscapes are Gorongosa-Marromeu (GML) and Rovuma-Lugenda (RLL), both of high ecological value but under increasing pressure from forest cover loss, fires, and illegal hunting. These threats are driven by structural factors such as unsustainable land use, poverty, and weak institutional capacity. Through a landscape approach, the project seeks to remove systemic barriers by strengthening institutional capacities, promoting land use planning, improving surveillance and law enforcement, and consolidating inclusive governance mechanisms that enable communities — especially women and youth — to participate in decision-making and gain equitable access to the benefits of a wildlife-based economy.

The Rovuma–Lugenda landscape in the north, which includes the Niassa Special Reserve (NSR), Quirimbas National Park, communities, and coutadas, is a critical intervention area. In these zones, the international organization Wildlife Conservation Society (WCS) has played a fundamental role in biodiversity conservation for more than a decade through a co-management agreement with ANAC, I.P..

The objective of the TRANSFORM project is to strengthen the integrated management of wildlife conservation and the improvement of livelihoods in these landscapes through transformative approaches, including improved conservation area management, strengthened law enforcement, inclusive land-use planning, and equitable benefit-sharing from wildlife-based economies, with a strong emphasis on empowering women and youth.

The TRANSFORM project seeks to enhance the integrated management of wildlife across landscapes that include protected areas of different categories and purposes, among them, national park, faunal reserve, special reserve, and *coutadas de caça* (hunting concessions). The landscapes also include unprotected land and a large number of local communities living and using land within these landscapes. Therefore, to achieve 'integrated management' within the landscapes that are very vast, a multi-modal approach is proposed through the project's four interdependent components:

COMPONENT 1: Improving the management of conservation area networks and restoring wildlife populations in the Rovuma-Lugenda (RLL) and Gorongosa-Marromeu (GML) landscapes. This will be achieved through coordinated and innovative models to combat illegal wildlife trade, unsustainable practices (such as deforestation and wildfires), ecosystem fragmentation, and unplanned infrastructure development.

COMPONENT 2: Strengthening policies, regulatory frameworks, and tools to combat illegal and unsustainable wildlife trade and establishing management systems for wildlife-based economies, including safeguards and performance monitoring. This component aims to benefit all sectors of society

by reviewing existing instruments and integrating conservation efforts into ongoing digital governance initiatives.

COMPONENT 3: Generating socioeconomic benefits from the responsible management of wildlife populations through community-centered conservation, mitigation of human-wildlife conflict, promotion of nature-based businesses, and control of disease transmission between wildlife, livestock, and people.

COMPONENT 4: Mainstreaming social support into safe and sustainable wildlife supply chains, promoting behavioral changes that address unsustainable wildlife consumption, supporting land-use models that foster human-wildlife coexistence, and enhancing capacity building and continuous learning in public and community institutions.

WCS holds since 2012 a co-management agreement with the government of Mozambique for the co-management of Niassa Special Reserve. WCS leads key activities in the management of Niassa Reserve, including anti-poaching patrols, ecological monitoring, human-wildlife conflict mitigation, environmental education, capacity-building with local communities, and the development of participatory landscape management governance models. This work is coordinated from its operational base at the Mariri Environmental Center and through strategic partnerships with local communities, foundations, and other NGOs.

Accordingly, WCS are contributing with substantial co-financing over the seven-year implementation period, primarily through its ongoing investments in the Niassa Special Reserve under its co-management model with ANAC, I.P. This contribution is reflected in the project's co-financing commitments and reinforces the financial sustainability of the actions WCS will carry out.

Due to its technical expertise, long-standing field presence and existing agreement referring to protected area strengthening services in Niassa Special Reserve, WCS has been proposed as a candidate Responsible Party for the TRANSFORM project, specifically for the Rovuma-Lugenda landscape. This is also due to WCS's operational capacity in complex environments, regional and international expert networks, and its commitment to inclusive conservation, actively involving women, youth, and local communities in solutions to Mozambique's wildlife conservation challenges. WCS works closely with communities, and national international stakeholders and adopts a rights-based and science-based approach to its work in Niassa Reserve.

These Terms of Reference outline the scope of responsibilities and expected contributions of WCS to achieve the project's strategic outcomes under Component 1 and Component 4, in coordination with MAAP/ ANAC, I.P., UNDP, and local stakeholders.

OBJECTIVE

To execute and implement activities under Component 1 in the RLL landscape, focusing on strengthening the control of illegal wildlife trade, surveillance operations, and biodiversity monitoring, as well as activities under Component 4 aimed at promoting behavior change and participatory monitoring through an inclusive and gender-responsive approach.

SCOPE OF WORK

This TdR aims to formalize the role of the Wildlife Conservation Society (WCS) as a Responsible Party for the implementation of key activities in the Rovuma–Lugenda Landscape (RLL), under the TRANSFORM project.

The scope of work includes, but is not limited to, the following responsibilities:

1. **Strengthening surveillance systems and control of illegal wildlife trade**, through the establishment and operation of the decentralized JAPCOCC in the Niassa Special Reserve, and the provision of equipment, technologies, training, and gender-sensitive operational protocols *(Outputs 1.1 and 1.2).*

2. **Support for the formation and deployment of Rapid Response Units and community surveillance networks**, including training and equipping mixed patrol teams with female participation.

3. **Mitigation of human–wildlife conflict**, through the reinforcement of Human–Wildlife Incident Response Units (HWIRUs), incident data collection, implementation of preventive measures, and early warning systems *(Output 1.3).*

4. **Contribution to improving ecological connectivity and land-use planning**, by mapping corridors between protected areas, engaging with local authorities and communities, and integrating conservation objectives into spatial planning instruments *(Output 1.4).*

5. **Support for ecological restoration in critical areas of the RLL landscape**, including habitat rehabilitation actions, fire management, and strengthening community structures for participatory restoration *(Output 1.5).*

6. **Management and operation of the Mariri Environmental Center as a regional learning hub**, facilitating training programs, knowledge exchange, environmental education, and dissemination of best practices across the RLL landscape *(Output 4.1).*

7. **Design and implementation of behavior change and environmental awareness campaigns**, tailored to local cultural and linguistic contexts and incorporating inclusive and gender-equitable approaches *(Output 4.4).*

8. **Operational and technical coordination with** MAAP/ ANAC, I.P.**, UNDP, and other Responsible Parties**, ensuring strategic and territorial coherence in the project's implementation in northern Mozambique.

9. **Provision of co-financing and institutional resources**, including technical personnel, equipment, infrastructure, monitoring systems, and WCS's committed funding for the Niassa Special Reserve, as outlined in the project's co-financing plan.

FORMS OF ENGAGEMENT

As part of its responsibilities under the TRANSFORM project in the Rovuma–Lugenda Landscape (RLL), WCS will implement a set of strategic activities to enhance institutional capacity for wildlife protection, promote inclusive and community-based conservation practices, and support broader efforts to mitigate human–wildlife conflict and combat illegal wildlife trade. All actions will be carried out in close coordination with MAAP/ ANAC, I.P., local communities, and other key stakeholders involved in the project.

Key activities include:

- *Diagnosis and institutional strengthening* of existing wildlife surveillance and law enforcement systems within and around the Niassa Special Reserve.
- *Support for the establishment and training of rapid response units,* including the provision of equipment, technical guidance, and community-based collaboration.
- *Organization of community workshops,* with particular attention to inclusive participation and the creation of safe spaces for women and youth.
- *Collection, analysis, and reporting of environmental monitoring and threat data,* contributing to adaptive management and early warning systems.
- *Technical contributions to the development and implementation of Mozambique's national Human–Wildlife Coexistence Strategy,* with a focus on applying field-based lessons from the RLL landscape.
- *Collaboration with local authorities and technical partners,* supporting sustainability and alignment with broader landscape and conservation strategies.
- *Engage with local communities for the rolling out the grant-making scheme and other activities foreseen under the project's Component 3*, which aims to generate socio-economic benefits for local communities by promoting sustainable nature-based enterprises, mitigating human-wildlife conflict, and applying integrated One Health approaches. This engagement will also ensure that at least 50% of the grants will directly benefit women, contributing to gender equality and more inclusive economic development.

RELEVANT OUTPUTS AND ACTIVITIES – WCS

As part of its mandate under the TRANSFORM project in the Rovuma–Lugenda Landscape, WCS will be responsible for implementing a set of key activities aligned with Components 1 and 4, as well as contributing to the delivery of selected outputs under the latter component related to knowledge management and dissemination. The outputs and activities in which WCS is involved are detailed below, organized by component *(For more details consult PRODOC)*.

VI.1) Outputs and activities under WCS's responsibility

Component 1) Management of Conservation Area Networks

Outcome 1) Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.

Improved management of conservation area networks and restoration of wildlife populations of the RLL and GML will happen as a result of the implementation of coordinated and innovative models to address illegal wildlife trade and unsustainable practices surrounding the conservation areas (such as deforestation, wildfire encroachment, fragmentation of ecosystems and disordered infrastructure development). The project will work towards ecological restoration of wildlife corridors, effective management of wetlands (Ramsar sites) through specific toolkits, development of spatial land use instruments and integrated landscape planning. Also, TRANSFORM will focus on implementing integrated strategies to address key conservation areas' challenges in RLL and GML. These include disrupting illegal wildlife trade networks through enhanced surveillance and legal frameworks, promoting sustainable land-use practices, and mitigating the impact of deforestation, wildfires, and habitat fragmentation. To guide sustainable development and prevent further environmental degradation, the project will also support the formulation and adoption of spatial land-use planning instruments and policies. These will serve as strategic tools for local and national authorities to balance conservation goals with socio-economic development priorities. Engagement with local communities and stakeholders will be a cornerstone of this component. Through education, capacity-building initiatives, and incentive-based programs, the project will promote inclusive participation and foster a sense of ownership in conservation efforts. This will empower communities to become active stewards of the landscapes they depend on *(For more details consult PRODOC)*.

Output 1.2) Decentralized APCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols.

This output supports the operationalization of landscape-level Anti-Poaching Coordination and Operational Centers (APCOCC) in both Gorongosa-Marromeu (GML) and Rovuma-Lugenda (RLL), building on MAAP/ ANAC, I.P.'s evolving enforcement model. It focuses on installing surveillance infrastructure, training field personnel—including women—in the use of technologies, and creating the systems for data sharing and coordinated response. APCOCCs will act as hubs to detect and respond to illegal activities, monitor wildlife movement, and enhance cross-border collaboration, particularly with Tanzania. Gender-responsive protocols and equitable access to training and equipment are key features of this output. By leveraging advanced technologies and skilled personnel, APCOCC, the project will strengthen conservation efforts, improve connectivity, facilitate wildlife movement and genetic diversity, and enhance surveillance to detect and prevent illegal activities such as poaching, logging, or encroachment in real-time and support research and Data Collection from gathering valuable data to inform conservation strategies and policy-making.

For quality assurance purpose, there is a need of precaution ensuring that equipments acquired from APCOCC Centers are standarized.

Activities include:

Activity 1.2.11) Construct and equip the JAPCOCC center in Niassa Special Reserve (NSR).
Activity 1.2.12) Train rangers and community personnel, including women, in anti-poaching, cross-border coordination, and intelligence.
Activity 1.2.13) Develop and implement a gender-responsive security strategy tailored to RLL.
Activity 1.2.14) Set up rapid response units within NSR and Chipanje Chetu, including women
Activity 1.2.15) Create a centralized database for wildlife and the monitoring of poaching in RLL.

Activity 1.2.16) Facilitate regular data exchange between RLL sites and MAAP/ ANAC, I.P.

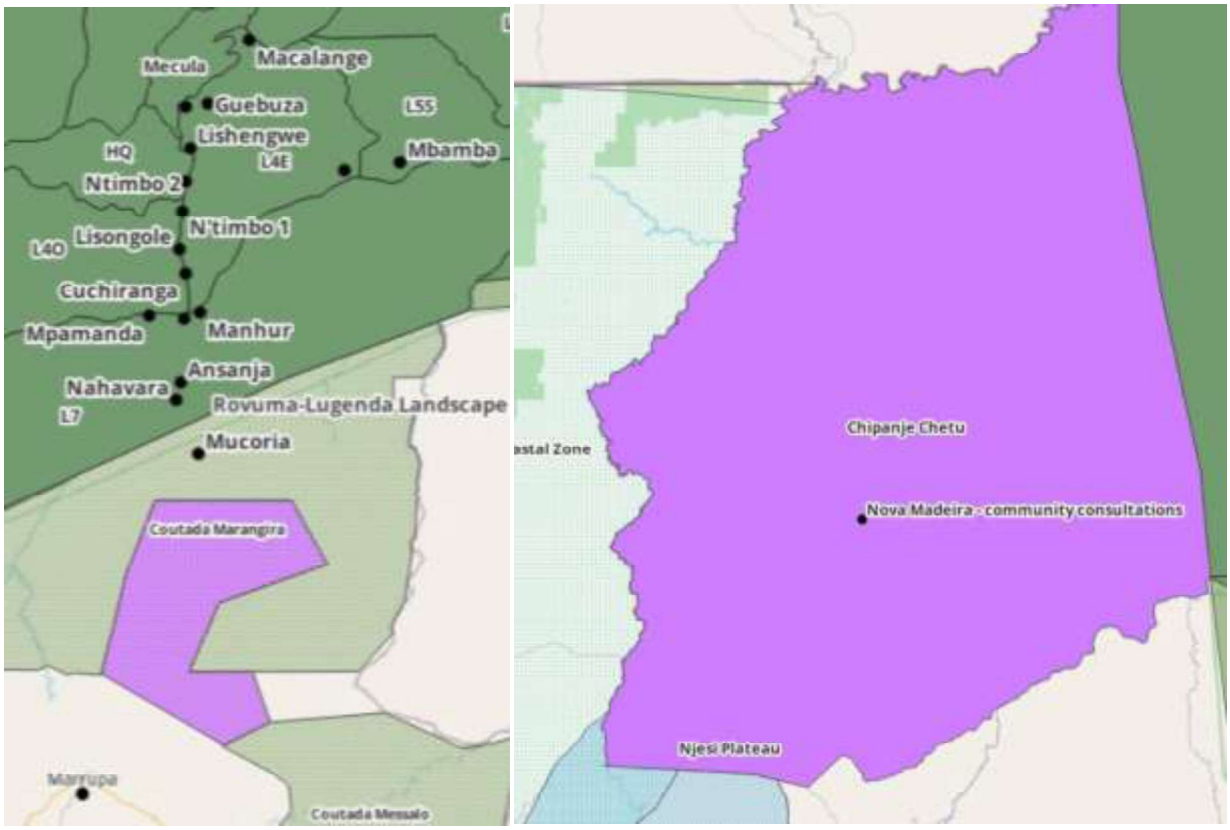
Ensure that the training of the use of these tools and the overall operations are sensitive to gender dynamics and inclusivity. The trainings will be done by an independent agency to be hired through a tender process led by MAAP/ ANAC, I.P.

FOR BUDGETING PURPOSES – NIM
Work Package 3) Output 1.2. Activities in the Rovuma-Lugenda Landscape (RLL) linked to establishment of JAPCOCC center in Niassa Special Reserve (NSR), MAAP/ ANAC, I.P. (lead), subcontracting to [candidate responsible party] WCS, in partnership with Lipilichi (Chipanje Chetu), Serviço Provincial do Ambiente (SPA) Niassa and Cabo Delgado, operators of Coutadas and Game Farms.

Output 1.3) Human-Wildlife Incident Response Units (HWIRU), including both male and female community wildlife guardians, are equipped with smart technologies to collect and document incidents.

The establishment of HWIRUs within both landscapes is one of the proposed solutions for addressing problems linked to HWC. The following activities aim to reduce such conflicts through organized community response efforts, promoting the equitable participation of women and men in risk management, while strengthening local capacities. **Initial action within Work Package 5** for this output will be focused on the corridor Mecula-Marrupa, in the Rovuma-Lugenda Landscape, and in communities currently supported by WCS, which lie between Hunting blocks L4 and L7, in the main road to Mecula district for the Rovuma Lugenda Landscape. As the project progresses with implementation, the areas on focus may be expanded. WCS is expected to advance a proposition on this aspect.

Activities within Work Package 5 are also expected to cover Chipanje Chetu, where it is proposed that WCS works in partnership with Lipilichi, Serviço Provincial do Ambiente (SPA) Niassa and Cabo Delgado, operators of Coutadas and Game Farms to achieve the goals of Output 1.3.



Activities include:

Activity 1.3.1) Train community facilitators, committee members, and community scouts in human-wildlife conflict mitigation and data collection, using an inclusive approach and giving women equal chances to participate in training.

Activity 1.3.2) Equip the community facilitators and scouts with tools to support conflict mitigation and management, ensuring equal accessibility for women and men.

Activity 1.3.3) Establish the HWC response unit for the Cheringoma Community Conservation Area, Marromeu National Reserve, Niassa Special Reserve, in coordination with the Coutadas and Hunting Block operators existing in each of the landscape, ensuring women's participation in operational and coordination roles.

Activity 1.3.4) Develop a real-time dashboard that captures events and incidents related to human-wildlife conflicts, data collected will be gender-disaggregated.

Activity 1.3.5) Identify and train women as community wildlife guardians.

WCS will work closely not just with MAAP/ ANAC, I.P. but also with coutada and hunting block operators to establish and operationalize the HWIRU units, implement training programs, and facilitate the use of mitigation technologies. At the community level, the active participation of local facilitators and scouts will be ensured, among them women, with support from NGOs and community-based organizations already present in the landscapes.

Regarding gender-responsiveness, MAAP/ ANAC, I.P.'s gender focal point, the Ministry of Gender, Children and Social Action, and specialized NGOs will ensure the integration of inclusive approaches across all activities, promoting the equitable participation of women and men in the planning, implementation, and monitoring of actions.

FOR BUDGETING PURPOSES – NIM
Work Package 5) Output 1.3 Activities in the Rovuma-Lugenda Landscape (RLL) linked to the development of Human-Wildlife Incident Response Units (HWIRU) in communities between hunting blocks L4 and L7, MAAP/ ANAC, I.P. (lead), subcontracting to [candidate responsible party] WCS, in partnership with Lipilichi (Chipanje Chetu), Serviço Provincial do Ambiente (SPA) Niassa and Cabo Delgado, operators of Coutadas and Game Farms.

Output 1.4) Strategically located veterinary and translocation service centers are established in the landscapes and linked to HWIRU

Linked to Human-Wildlife Incident Response Units (HWIRU), this output will establish veterinary and wildlife translocation service centers in three strategic locations: Cheringoma Community Conservation Area (CCA), Marromeu National Reserve (MNR), and Niassa Special Reserve (NSR). These centers will serve as operational hubs for veterinary surveillance, wildlife health monitoring, and emergency response -including support for translocations, disease control, and human-wildlife conflict (HWC) mitigation. Operations in all centers will be gender-responsive, ensuring inclusive training, staffing, and field operations, and will be implemented under MAAP/ ANAC, I.P. leadership, in collaboration with GRP (Cheringoma), FZS and AMOS (Marromeu), and WCS (Niassa).

Activities include:

Activity 1.4.1) Establish a veterinary and translocation service center – location to be advised by WCS.
Activity 1.4.2) Train community wildlife guardians and park staff, including women, in wildlife health surveillance, sample collection, and safe handling.
Activity 1.4.3) Equip the center with field gear, water, cold storage, transport units, and wildlife immobilization and monitoring equipment.
Activity 1.4.4) Develop protocols for disease surveillance, wildlife rescue, and emergency translocations, integrating gender-sensitive response roles.
Activity 1.4.5) Launch awareness campaigns on zoonotic risk prevention and safe wildlife interaction, targeting both men and women in surrounding communities.

FOR BUDGETING PURPOSES – NIM
Work Package 8) Output 1.4 Activities in the Rovuma-Lugenda Landscape (RLL) linked to the establishment and/or refurbishment of HWIRU - veterinary and translocation service centers in Niassa Reserve. MAAP/ ANAC, I.P. (lead), subcontracting to [candidate responsible party] WCS.

Output 1.5) The connectivity between important biodiversity source areas is enhanced

The project will restore or strengthen ecological connectivity between key biodiversity areas through targeted interventions that reduce threats, enhance habitat corridors, and promote sustainable land use. In the Rovuma–Lugenda Landscape (RLL), efforts will focus on maintaining connectivity between the Niassa Special Reserve and other critical areas, such as wetlands and corridors yet to be defined. Activities

will support wildlife movement, facilitate climate adaptation, and promote conservation-compatible livelihoods with strong community participation. Community land-use planning will be a key tool, aligned with existing conservation area management plans and adapted to local contexts. WCS will lead these activities in close collaboration with communities and women's groups, prioritizing inclusive processes that strengthen local governance and ensure equitable and effective land-use planning.

Activities include:

Activity 1.5.2) Conduct detailed ecosystem and fauna movement assessments to map priority connectivity areas.

Activity 1.5.3) Develop and implement a Process Framework for engaging communities in connectivity restoration, as well as any necessary impact assessments.

Activity 1.5.4) Plan the restoration steps based on science and community knowledge and participation.

Activity 1.5.5) Design and roll out a fire management program that reduces uncontrolled burning while respecting traditional practices.

Activity 1.5.7) Establish or strengthen community governance structures along the corridor.

Activity 1.5.8) Raise awareness on the importance of corridors, wildlife movement, and coexistence with nature.

FOR BUDGETING PURPOSES – NIM
Work Package 10) Output 1.5 Activities in the Rovuma-Lugenda Landscape (RLL) linked to the restoration of a wetland or corridor area to be defined adjacent to the Niassa Reserve. MAAP/ ANAC, I.P. (lead), subcontracting to [candidate responsible party] WCS.

Component 3) Generation of socio-economic benefits from responsible management of wildlife populations

Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach) Management of Conservation Area Networks.

Similar to other responsible parties, the NGO **WCS** will be responsible for designing, launching, managing, and monitoring two community grant-making schemes under Outputs 3.1 and 3.2 of the TRANSFORM project, and will also contribute to the goals of Output 3.3 which refer to the OneHealth approach.

The organization will work in close coordination with MAAP/ ANAC, I.P., the Project Management Unit (PMU), local stakeholders, and beneficiary communities across the relevant part(s) of two project landscapes targeted by the project: Gorongosa–Marromeu (GML) and Rovuma–Lugenda (RLL).

The scope of work includes, but is not limited to, the following:

1. **Design and operationalization of the Grant Mechanism**

- Develop operational guidelines, eligibility criteria, selection procedures, and disbursement protocols for two grant schemes: Output 3.1: Conservation incentives and human–wildlife conflict mitigation. And Output 3.2: Mini-grants for sustainable livelihood and natural resource use projects.

- Ensure alignment with UNDP's Environmental and Social Safeguards, the Process Framework, and the Livelihood Action Plan.
- Incorporate gender and social inclusion principles into all design aspects.

2. **Management of the call for proposals**
   - Design and launch transparent and inclusive calls for proposals.
   - Conduct information sessions and outreach in local languages across both landscapes.
   - Provide technical support to communities during proposal development, especially for marginalized or less experienced groups.

3. **Selection and contracting of Grantees**
   - Set up an evaluation committee (with MAAP/ ANAC, I.P. and PMU participation) to review and select grantees.
   - Draft and manage grant agreements, including clear deliverables, milestones, and compliance provisions.

4. **Disbursement and financial management**
   - Manage and track disbursements based on progress and compliance.
   - Establish appropriate financial control mechanisms and reporting requirements for grantees.

5. **Monitoring, Support, and Capacity Building**
   - Provide ongoing technical assistance and capacity building to grantees in financial management, procurement, activity implementation, and monitoring.
   - Conduct regular field visits to monitor implementation and resolve issues in real time.

6. **Data management, reporting, and knowledge sharing**
   - Maintain a comprehensive grants database, including disaggregated data (e.g., by gender, youth).
   - Prepare quarterly and annual reports on grant performance, challenges, and impacts.
   - Contribute lessons learned and best practices to the project's knowledge management system.

7. **Exit strategy and sustainability**
   - Design and implement an exit plan to ensure continuity and sustainability of supported initiatives beyond the life of the project.

Suggested deliverables and note on duration

The following key deliverables are expected for the duration of the contract in connection with outputs 3.1 and 3.2:

1. Grant Mechanism Implementation Plan
2. Public calls for proposals and information materials
3. Proposal evaluation reports and beneficiary selection
4. Managed disbursements and operational financial system
5. Capacity building plan and report
6. Monitoring system and Grant Project database

7. Consolidated technical and financial progress reports
8. Exit Strategy and Mechanism Sustainability Plan

The service contract will have an estimated duration of up to six (6) years, in alignment with the implementation schedule of Component 3 of the TRANSFORM project. The contract is expected to begin during the second year of the project, once safeguard assessments have been completed and the Process Framework and Livelihood Action Plan are finalized. Implementation will take place between years 2 and 7 for **Output 3.1** – *TRANSFORM Livelihoods Innovation Challenge Incentive*, supporting and establishing diversified community livelihoods through small and medium-sized nature-positive enterprises in the target landscapes; and between years 2 and 6 for **Output 3.2** – *Alternative and enhanced livelihoods through mini-grants*, supporting the generation of economic benefits for women and men in local communities, including through eco-job programs, local wildlife management, ecosystem restoration, and other initiatives under the TRANSFORM concept.

The duration may be subject to extension, reduction, or early termination depending on project needs, the performance of the service provider, availability of funds, and operational requirements of UNDP and MAAP/ ANAC, I.P..

Key implementation phases include:

- **Start-up phase:** 3 months – Preparation of the operational manual, grant procedures, and launch strategy.
- **Implementation phase:** Years 2 to 7 – Execution of grant cycles, disbursements, capacity building, and monitoring.
- **Exit and sustainability phase:** Final year – Submission of final reports and implementation of the exit and sustainability strategy.

The service provider is expected to maintain operational flexibility and readiness to adjust timelines in coordination with MAAP/ ANAC, I.P. and the Project Management Unit (PMU). The provider will also align and coordinate activities with the responsible partner (RP) in each project landscape.

All activities must be carried out in accordance with the project's gender equality strategy, social and environmental safeguards, and in alignment with the broader goals of community empowerment, biodiversity conservation, and climate resilience.

Refer to descriptions under the relevant project outputs in the PRODOC, summarized herein with a list of indicative activities for the NGO.

> **Output 3.1) TRANSFORM Livelihoods Innovation Challenge Incentive rolled out, supporting and establishing diversified community livelihoods through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes - 50% of incentives are slated to benefit businesses owned by women or where the majority of employees are women.**

This output establishes a Challenge Grant Facility to support small- and medium-scale, nature-positive enterprises led by community groups. The grants aim to foster sustainable income opportunities, reduce

pressure on natural resources, and encourage community engagement in conservation. At least 50% of grants will benefit women-led businesses or those with majority female staff. Activities include conservation agriculture, beekeeping, non-timber forest products, sustainable fishing, handicrafts, eco-tourism, and skills development. Grants will be implemented through local service providers and align with UNDP's safeguards and grant policies.

Output 3.2) Alternative and enhanced livelihoods through mini-grants for supporting the generation of economic benefits for women and men in local communities including through eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept - 50% of the grants are slated to benefit women.

This output delivers mini-grants to communities for creating eco-jobs, managing human-wildlife conflict, and restoring ecosystems. At least 50% of beneficiaries will be women. Focus areas include fire management, agroforestry, sustainable horticulture, and village savings and loan associations (VSLAs). It targets well-structured CBOs and uses gender-responsive modalities to boost inclusive employment, especially in protected area buffer zones. Human-wildlife conflict mitigation will use low-cost solutions such as beehive fences and deterrent crops like chili and moringa.

Geographic Focus (differently from Output 3.1, this one will have a more restricted focus):

- **Gorongosa-Marromeu Landscape:** including communities in the Cheringoma Conservation Area, the wildlife corridor linking Gorongosa National Park to Coutadas 12, 11, 10, and 14, and the communities in and around the Marromeu National Reserve.
- **Rovuma-Lugenda Landscape**: focusing on communities located between Landscape Blocks L4 and L7, particularly along the main road connecting Marrupa and Mecula Districts.

Human-Wildlife Conflict Mitigation Measures:

Cost-effective approaches will be implemented to reduce wildlife-induced crop loss and asset damage. These include the construction of beehive-integrated fencing and the cultivation of unpalatable or deterrent crops such as chili (peri-peri), moringa, and sesame around farms. Implementation will be coordinated by WCS in collaboration with MAAP/ ANAC, I.P., game farms, Coutadas, and special protected areas (SPAs) across Sofala, Niassa, and Cabo Delgado provinces.

VI.2) Other outputs where WCS is expected to collaborate

Under Component 3 / Outcome 3, Output 3.3) Established veterinary services combining the One-Health concept with behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures

This output strengthens **veterinary services** through a **One Health approach**, addressing disease risks at the human–animal–ecosystem interface. It includes disease surveillance, dog vaccination campaigns, and training of community-based animal health facilitators. The initiative promotes collaboration between

veterinary units, conservation actors, and local communities, with gender-sensitive awareness campaigns and data systems for tracking animal health and zoonotic disease outbreaks.

Activities will be coordinated by MAAP/ ANAC, I.P. and the National Directorate for Animal Health under MAAP, particularly for mapping and identification of risk zones, and key local conservation stakeholders. MAAP/ ANAC, I.P. will procure local organizations to deliver specific services on the ground. Engagement and coordination with Mozambique Wildlife Alliance will be critical for both landscapes in the developing training materials and models for both communities and veterinary technicians at district level.

The following activities are suggested within the relevant part of the landscapes, for which collaboration with the NGO WCS is envisaged:

Activity 3.3.1) Conduct a baseline assessment of zoonotic disease risks—accompanied by maps of high-risk zones—and develop a One Health Action Plan for both landscapes.
Activity 3.3.2) Train community-based animal health facilitators to conduct routine check-ups and reporting of animal health issues.
Activity 3.3.3) Launch community-wide veterinary service campaigns (e.g., dog vaccination, deworming, tick treatment) to reduce disease transmission vectors.
Activity 3.3.4) Develop an information system to track vaccinations, animal health, disease outbreaks, and general surveillance indicators.
Activity 3.3.5) Conduct community-level awareness campaigns to promote good practices and behavior change, ensuring that messaging is gender-sensitive and addresses barriers to participation by women and other marginalized groups.
Activity 3.3.6) Coordinate with local veterinary units and support training of veterinary staff on One Health principles and integrated approaches.

Under Component 4) Knowledge Exchange and Coordination. Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.

Outcome 4 will focus on promoting behavioral change at the social, institutional, and community levels, fostering a more harmonious and sustainable relationship between people and wildlife in the Gorongosa-Marromeu and Rovuma-Lugenda landscapes, with specific attention to gender equality and the empowerment of women and youth. Learning Centers will be established as inclusive spaces for community training, awareness raising, and knowledge appropriation. These centers will promote harmonious coexistence between people and wildlife, as well as the development of local capacities in areas such as sustainable production, ecotourism, agroforestry, and human-wildlife conflict mitigation, among others. Awareness and environmental education campaigns will be implemented, adapted to local cultural and linguistic contexts, and designed to be accessible to diverse social groups, including women with limited literacy or mobility. In addition, the project will collect, systematize, and disseminate good practices and lessons learned from its interventions and from previous experiences in conservation, sustainable biodiversity management, and wildlife-based economies. Regular experience-sharing platforms will also be promoted between the project landscapes, as well as with regional and transboundary initiatives, facilitating mutual learning and the replication of successful approaches.

Furthermore, the project will actively participate in the knowledge platform of the GWP *(For more details consult PRODOC)*.

Output 4.1) Learning Centers established in the project landscapes, functioning as catalysts for the adoption of sustainable practices and behavioral change by communities, ensuring equitable access for women and men.

Under Output 4.1, the 'Learning Centers' to be established is specific locations within the landscapes will act as accelerators for the adoption of new practices and behavioral change by communities, ensuring equal access and tailored content for women and men, especially in food production and ecotourism and in their attitudes towards wildlife, including the promotion of agroforestry as alternative to annual crop agriculture in corridor and buffer zone areas. GEF resources will be used in a gender inclusive and cost-effective manner to strengthen the operationalization of Learning Centers within the project landscapes, some which already function as knowledge hubs and practical demonstration sites for local communities and other stakeholders in the region. The Learning Centers will also serve as platforms for community dialogue and exchange, promoting gender equality, fostering positive attitudes toward wildlife and encouraging coexistence. Special attention will be given to buffer zones and wildlife corridors, where shifting from annual crop-based agriculture to agroforestry systems can directly reduce habitat loss and conflict with wildlife.

Output 4.1 will be implemented under the leadership of the Ministry of Agriculture, Environment and Fisheries (MAAP), in close coordination with the National Administration of Conservation Areas (ANAC, I.P.), and with the technical and operational support of key partners such as the Wildlife Conservation Society (WCS) in the Niassa landscape, and the Gorongosa Restoration Project in the Gorongosa-Marromeu landscape. These entities will be responsible for establishing, rehabilitating, and equipping Community Learning Centers in both landscapes, ensuring their operation as inclusive spaces for training, awareness raising, and the generation of sustainable livelihoods. Implementation will take place in collaboration with local authorities, community organizations, and other technical actors specialized in gender, conservation, and socio-economic development.

Activities include:

Activity 4.1.4) Support WCS in finalizing the community center construction based on a disability inclusive approach and equip with gender inclusive material and learning tools.

Activity 4.1.5) Build the capacity of female and male community members to manage and deliver conservation-related activities in the Learning Centers.

Activity 4.1.6) Equip the existing community center in Mariri to strengthen its capacity to meet its actual needs of women and men in the community.

Activity 4.1.7) Participatory systematization of good practices and lessons learned, included in gender issues

Activity 4.1.8) Creation of a local knowledge management platform in the Learning Center.

Activity 4.1.9) Facilitate experience exchange visits between communities and administrative stakeholders from Gorongosa-Marromeu and Rovuma-Lugenda.

Output 4.4) Behavioral change at the landscapes' local level

Behavioral change is promoted among both women and men in the target landscapes, contributing to a measurable reduction in illegal wildlife trade, unsustainable consumption of wildlife products, and poaching. These changes will be reflected not only in attitudes but in concrete actions that support biodiversity conservation. This output also includes targeted interventions to reduce deforestation driven by crop expansion and to curb the uncontrolled and harmful use of fire, fostering more sustainable land-use practices. Overall, the aim is to shift community behavior from passive awareness to active stewardship of natural resources, encouraging long-term, community-driven conservation outcomes.

Output 4.4 will be implemented in close collaboration with local authorities and protected area managers across the Gorongosa-Marromeu and Rovuma-Lugenda landscapes. Field-level implementation will be supported by community-based organizations, service providers with experience in rural development and participatory monitoring, and NGOs such as Mozambique Wildlife Alliance, contributing technical expertise in conservation, ecotourism, and human-wildlife conflict management. Activities will be closely linked to the Learning Centers, ensuring the active engagement of women, youth, and community rangers as key drivers of behavior change *(For more details consult PRODOC)*.

COORDINATION AND SUPERVISION

WCS will coordinate directly with MAAP/ ANAC, I.P. at both national and provincial levels. It will participate in the Project Steering Committee (PSC) and collaborate with the Project Management Unit (PMU) in planning, monitoring, auditing, and results review processes. WCS will also work in coordination with other Responsible Parties (e.g., GRP, FZS) to ensure thematic and geographic coherence across the project landscape.

Agreement Duration: [Date of signature] – [Estimated end date: 7 years]

ANNEX 8: STAKEHOLDER ENGAGEMENT PLAN

1. INTRODUCTION

Effective, inclusive, and sustained stakeholder engagement is a fundamental pillar in the planning, implementation, and sustainability of GEF-financed projects, and a core requirement under UNDP's social and environmental standards. Stakeholder participation is not only essential throughout the entire project cycle but also critical for the successful achievement of the expected outcomes. The precise identification of stakeholders, along with the analysis of their roles, responsibilities, and functions, provides strategic information that enables more effective and context-sensitive implementation of the proposed actions.

Within the framework of the project *Transforming Wildlife Conservation and Livelihoods at the Landscape Scale in Mozambique (TRANSFORM)*, this Comprehensive **Stakeholder Engagement Plan (CSEP)** constitutes **Annex 8** of the Project Document (PRODOC) and has been developed as a strategic instrument to guide continuous interaction with key actors in the Rovuma-Lugenda (RLL) and Gorongosa-Marromeu (GML) landscapes. This Stakeholder Engagement Plan has been developed as "Comprehensive" considering that the project SES risk rate is Substantial (as per the Social and Environmental Screening Procedure developed during PPG). The Plan outlines the strategic approach for engaging relevant stakeholders across all stages of the project. It was developed through a participatory process, combining desk reviews, consultation workshops (both in-person and online), semi-structured interviews, application of questionnaires, field level data collection, as well as valuable contributions from national and international partners, both government and non-government, as well as the direct contribution from communities visited, consulted and engaged during the PPG.

It is important to highlight the input from the project's proponent, the **National Administration for Conservation Areas (ANAC-IP)**, a public institute established in 2011 and supervised by the Minister responsible for environmental affairs, currently the Ministry of Agriculture, Environment and Fisheries (MAAP). ANAC-IP, the institution's legal name, and where "IP" in this context stands for "*Instituto Público*", hereafter simply "ANAC", plays a central role in the management of conservation areas, policy implementation, co-management partnerships, and law enforcement.

This Comprehensive Stakeholder Engagement Plan sets out the principles, guidelines, and mechanisms to ensure the inclusion and meaningful participation of relevant and vulnerable groups, including local communities, women, youth, the elderly, persons with disabilities, government and non-governmental authorities, civil society, academia, and the private sector. Acknowledging the diverse levels of interest, influence, knowledge, and capacities among stakeholders, the Plan establishes differentiated approaches to ensure their active involvement throughout the project cycle. The document also details how stakeholders were identified and presents the analysis of public consultations conducted in the visited communities through a collaborative process with national and local actors.

The main objective of this Plan is to facilitate transparent and representative consultation processes that contribute to participatory planning, context-appropriate solution design, mitigation of social and environmental risks, and the promotion of local ownership of project outcomes. Furthermore, it aims to strengthen equity, inclusion, and sustainability through ongoing dialogue mechanisms, continuous feedback, and accessible grievance redress systems. In this regard, the quality of stakeholder engagement throughout the various stages of the project cycle is critical to building consensus in decision-making and minimizing and/or preventing potential conflicts and risks, while promoting empowerment, legitimacy, and the long-term sustainability of project results.

I.1 Project Description

Mozambique possesses a unique and valuable biodiversity, distributed across key landscapes such as Rovuma-Lugenda and Gorongosa-Marromeu, which represent critical ecosystems for wildlife and for the communities that depend on these natural resources. However, these landscapes face growing threats such as unplanned agricultural expansion, climate change, human-wildlife conflict, poaching, and habitat degradation.

In this context, the project "TRANSFORM – *Transforming Wildlife Conservation and Livelihoods at the Landscape Scale in Mozambique* " emerges as part of the GEF-8 Integrated Program "Wildlife Conservation for Development". The main objective of the project is to promote a biodiversity conservation model based on sustainable development, improved local livelihoods, and inclusive landscape governance. In doing so, it seeks to enhance the integrated management of wildlife across landscapes that include protected areas of different categories and purposes (national parks, faunal reserves, special reserves, and hunting concessions), as well as improve the livelihoods of local communities living in and using land within these territories. The project proposes an integrated intervention focused on landscape restoration, ecological connectivity, co-management of conservation areas, and community empowerment; as well as strengthening institutional capacity and intersectoral coordination to ensure long-term sustainable impacts.

The Ministry of Agriculture, Environment and Fisheries (MAAP) leads the execution of the project, with technical and operational support from the United Nations Development Programme (UNDP), and in collaboration with entities such as the National Administration of Conservation Areas (ANAC), communities, the private sector, public institutions, civil society, academia, and others. The project's approach aligns with national priorities in biodiversity, climate change, poverty reduction, and the Sustainable Development Goals (SDGs), contributing to a more resilient, just, and environmentally sustainable development model.

I.2 Project Components

To achieve integrated management in the Rovuma-Lugenda (RLL) and Gorongosa-Marromeu (GML) landscapes, selected as implementation areas for the project, a multimodal approach is proposed, structured around the following four interdependent components:

COMPONENT 1: Improving the management of conservation area networks and restoring wildlife populations in the Rovuma-Lugenda (RLL) and Gorongosa-Marromeu (GML) landscapes. This will be achieved through coordinated and innovative models to combat illegal wildlife trade, unsustainable practices (such as deforestation and wildfires), ecosystem fragmentation, and unplanned infrastructure development.

COMPONENT 2: Strengthening policies, regulatory frameworks, and tools to combat illegal and unsustainable wildlife trade and establishing management systems for wildlife-based economies, including safeguards and performance monitoring. This component aims to benefit all sectors of society by reviewing existing instruments and integrating conservation efforts into ongoing digital governance initiatives.

COMPONENT 3: Generating socioeconomic benefits from the responsible management of wildlife populations through community-centered conservation, mitigation of human-wildlife conflict, promotion of nature-based businesses, and control of disease transmission between wildlife, livestock, and people.

COMPONENT 4: Mainstreaming social support into safe and sustainable wildlife supply chains, promoting behavioral changes that address unsustainable wildlife consumption, supporting land-use models that foster human-wildlife coexistence, and enhancing capacity building and continuous learning in public and community institutions.

I.3 Key environmental and social issues

Mozambique is endowed with globally important ecosystems and biodiversity but is facing a convergence of environmental degradation and social vulnerability that threatens the sustainability of its natural capital. Both the Gorongosa-Marromeu (GML) and Rovuma-Lugenda (RLL) landscapes suffer from extensive deforestation, forest degradation, poaching, illegal logging, and uncontrolled land-use change. These environmental challenges are closely linked to demographic pressure, unsustainable agricultural expansion, and underdeveloped infrastructure, particularly in remote and rural areas. The loss of wildlife corridors and forest cover—over 689,000 ha between 2017 and 2023—undermines ecological connectivity and increases vulnerability to climate shocks such as floods, droughts, and wildfires.

The socio-economic context further compounds these environmental pressures. With over 60% of the population living in rural areas, many of whom depend directly on natural resources for their livelihoods, land-use conflicts are escalating. Insecure land tenure, weak institutional enforcement, and limited access to benefit-sharing mechanisms contribute to community disenfranchisement. Human-wildlife conflict (HWC) is on the rise, especially around elephant ranges, and there is a notable lack of structured mitigation systems. Women and youth, although disproportionately affected by natural resource scarcity and land access barriers, remain underrepresented in decision-making processes and conservation governance.

Law enforcement systems across conservation areas are often fragmented and under-resourced. While some national parks, like Gorongosa, have advanced monitoring systems, others—such as Marromeu Reserve or the broader RLL landscape—lack effective operational structures. Veterinary surveillance for zoonotic risks and wildlife health is also limited, further exposing ecosystems and communities to emerging disease threats. Moreover, despite legislation enabling community participation and benefit-sharing from natural resource use (e.g., Law 16/2014), actual implementation is weak, and financial returns from hunting and tourism are rarely felt at the community level.

These intertwined environmental and social issues call for a holistic, inclusive, and community-anchored approach. Integrated landscape management, institutional capacity building, gender-sensitive governance, and sustainable livelihood promotion will be essential to reversing degradation trends and fostering long-term biodiversity conservation in Mozambique. This stakeholder engagement plan is designed to ensure that affected populations—particularly women, youth, and displaced persons—are meaningfully consulted, empowered, and included in the design, implementation, and monitoring of project interventions.

2. REGULATIONS AND REQUIREMENTS

II.1 National requirements for stakeholder engagement

In Mozambique, stakeholder engagement is a legal requirement from the early stages of a project, whether it involves an Environmental and Social Impact Assessment (ESIA) or land acquisition. According to Decree 54/2015 of December 31, which regulates ESIA processes, public consultation is a mandatory activity for all Category A+, A, and B projects.

Further guidance on public participation is provided by Ministerial Diploma 129/2006, which outlines the directives for preparing Environmental Impact Studies, and Ministerial Diploma 130/2006, which establishes the General Directive for Public Participation. These regulations define when and how the consultation process should be conducted, as well as the disclosure requirements for project documentation. The ESIA Regulation specifies that the public participation process must include both public hearings and consultations, with a minimum of 25 attendees at public hearings. The consultation process ensures that all directly and indirectly affected stakeholders receive

relevant information about the project and have an opportunity to raise concerns that must be addressed in the ESIA.

In addition to national legislation, international standards also emphasize the importance of stakeholder engagement in project planning and implementation. The World Bank's Environmental and Social Standard 10 (ESS 10) requires that Borrowers engage with stakeholders as an integral part of a project's environmental and social assessment, design, and implementation. The scope, nature, and frequency of engagement should be proportional to the project's scale and potential impact. Furthermore, stakeholder consultations must be meaningful, ensuring that:

- Stakeholders are properly identified and analyzed,
- Clear engagement plans are developed,
- Information is disclosed in a timely and accessible manner,
- Appropriate consultation tools and processes are used, and
- A structured feedback mechanism is in place to incorporate stakeholder input into project decisions.

The implementation of the stakeholder engagement plan will be in accordance with the following guiding principles:

Inclusive: All stakeholders, particularly through their designated representatives, will have the opportunity to express their views on decisions that may affect or benefit them. They will be encouraged to participate meaningfully in the decision-making process throughout all stages of the project.

Transparency: All the project stakeholders will receive clear, concise, and comprehensive information regarding the project's purpose, activities, potential impacts, and expected benefits. The decision-making process-including roles, responsibilities, and opportunities for input—will be openly communicated. Stakeholders will also be informed about how their contributions will be solicited, considered, and integrated into project decisions.

Participation: All identified stakeholder groups will be actively engaged in the process. Special emphasis will be placed on the inclusion of local communities, and vulnerable groups, including women and youth, to ensure their perspectives are represented and their rights protected. Measures will be taken to prevent marginalization and discrimination.

Gender Equity, Equality, and Women's Empowerment: The project commits to promoting gender equality, including a target of at least 50% (preferably 55%) female representation among direct beneficiaries, in line with GEF Core Indicator 11. Gender equity strategies will be applied throughout the project cycle to address existing inequalities and to ensure equal access, participation, and outcomes for all genders.

Effective Communication: A culturally appropriate communication strategy will be developed to ensure that each stakeholder group receives relevant and accessible information. Tailored communication channels and formats will be used to promote understanding, dialogue, and engagement across all groups.

Synergy and Alignment with Ongoing Initiatives: The project will actively seek to coordinate with other initiatives that share similar goals in the targeted landscapes. Opportunities for synergy will be maximized to avoid duplication, enhance collective impact, and improve the overall effectiveness, efficiency, and sustainability of the project.

II.2 GEF requirements

The Stakeholder Engagement Plan is a required component of GEF-funded projects that provides a strategic framework for inclusive and transparent stakeholder participation throughout the project lifecycle. It defines how stakeholders are identified, engaged, and how their input shapes project design and implementation.

Box 1. Summary of Stakeholder Engagement Requirements

GEF policy mandates the following regarding stakeholder engagement

- Begins early in the project preparation phase and continues throughout implementation and closure.
- Is inclusive and culturally appropriate, ensuring the participation of affected and interested stakeholders, including women, Indigenous Peoples, youth, persons with disabilities, and other marginalized or vulnerable groups.
- Provides access to timely, relevant, and accessible information, allowing stakeholders to make informed contributions to project decision-making.
- Includes a functional Grievance Redress Mechanism (GRM) to receive, assess, and respond to stakeholder concerns in a timely and transparent manner.
- Is documented and reported through regular monitoring updates, including the Project Implementation Report (PIR), to track progress and adapt strategies as needed.

Guiding Principles for Stakeholder Engagement

- Inclusiveness – Engaging a wide range of stakeholders, particularly those who are marginalized or may be disproportionately affected, ensuring their voices are heard and considered.
- Transparency – Providing stakeholders with clear, accurate, and timely information regarding project objectives, activities, and risks.
- Respect for Human Rights – Upholding the dignity and rights of all individuals, with special attention to gender equality and the rights of Indigenous Peoples and vulnerable populations.
- Free, Prior and Informed Consent (FPIC) – Where applicable, securing FPIC in accordance with international standards, especially for activities that affect Indigenous Peoples or customary land rights.
- Accountability – Creating mechanisms for feedback, redress, and adaptive management to ensure responsiveness and continual improvement of engagement processes.
- Empowerment – Building the capacity of stakeholders, particularly local communities, to participate meaningfully and equitably in project activities and governance.

II.3 UNDP requirements

Stakeholder engagement is a core requirement for UNDP-supported initiatives, as it fosters strong, constructive, and inclusive relationships that are essential for effective project design, implementation, and long-term impact. Meaningful engagement with stakeholders enhances transparency, accountability, and local ownership, ensuring that interventions are responsive to the needs and priorities of affected and interested parties. Furthermore, it significantly contributes to the social and environmental sustainability of the project by promoting equitable participation, informed decision-making, and shared responsibility for outcomes. The following box summarizes the key UNDP SES requirements:

Box 2. Summary of Stakeholder Engagement Requirements

Key points

Ensure meaningful, effective, and informed participation of stakeholders in the design and implementation of UNDP programs and projects. Stakeholders must be given the opportunity to express their views throughout all stages of the decision-making process on matters that affect them (SES, para. 15; PDP, paras. 12, 14).

Conduct stakeholder analysis and engagement in a gender-responsive, culturally sensitive, non-discriminatory, and inclusive manner. This includes the identification and meaningful inclusion of vulnerable and marginalized groups to ensure their voices are heard (PDP, para. 12).

Develop appropriately scaled stakeholder engagement plans, tailored to the nature of the activity, the potential magnitude of environmental and social risks or impacts, and concerns raised by affected communities (PDP, paras. 13, 15).

Key points
Ensure that consultation processes are meaningful, inclusive, and free from intimidation or manipulation. Consultations must be gender- and age-responsive, culturally appropriate, conducted in the preferred language of stakeholders, and based on the timely disclosure of accessible and relevant information (PDP, para. 14). Establish accessible mechanisms for stakeholders who may be adversely affected by the project to raise concerns or grievances and receive timely responses (PDP, paras. 17, 18). For projects that may affect the rights, lands, territories, resources, or traditional livelihoods of Indigenous Peoples, ensure the application of Free, Prior, and Informed Consent (FPIC) before proceeding (PDP, para. 16; SES Standard 6, para. 9). Provide ongoing reporting to affected communities and individuals for projects with significant adverse social and environmental impacts, ensuring transparency and accountability throughout the project lifecycle (SES, PDP, para. 25). Implement appropriate measures to ensure effective stakeholder engagement, even in contexts where conditions for inclusive and participatory processes are challenging or limited, thereby promoting equitable involvement (SES, PDP, para. 12).

II.4 Meaningful, effective and informed consultation

The TRANSFORM Project is committed to ensuring that all consultations with stakeholders—particularly local communities and vulnerable groups—are meaningful, effective, and informed. Meaningful consultation goes beyond simply sharing information; it will involve actively listening to stakeholders, understanding their perspectives, and integrating their input into project decisions. It will be a two-way process that ensures building mutual respect and trust, where stakeholders are not only informed but empowered to influence outcomes that affect their social, environmental and economic.

To achieve this, consultations will be designed to be inclusive, culturally appropriate, and accessible. Information will be shared in local languages, using formats suited to varying levels of literacy and technological access. Sufficient time will be allocated for communities to understand project activities, assess potential impacts, and formulate feedback. Efforts will be made to reach marginalized groups, including women, youth, internally displaced persons (IDPs), and persons with disabilities, through targeted engagement strategies such as separate focus groups or dedicated sessions.

Consultation will occur throughout the entire project cycle—during planning, implementation, monitoring, and evaluation. Feedback mechanisms, including the grievance redress mechanism, will be in place to ensure that concerns are addressed promptly and transparently.

II.5 Stakeholder engagement throughout implementation and monitoring

The engagement process will not be a one-time activity but a continuous process that will be implemented through the entire lifecycle of the TRANSFORM Project—from inception through implementation to monitoring and evaluation. Through implementation, regular engagement with stakeholders ensures that project activities remain aligned with the needs of the two landscapes, expectations, and evolving realities on the ground, particularly in the affected communities. It also enables early identification of potential challenges, strengthens community trust, and promotes adaptive management.

The project will facilitate ongoing dialogue through structured mechanisms such as community meetings, multi-stakeholder platforms, participatory planning sessions, and joint field visits. Feedback loops will be established to ensure that stakeholder input is not only collected but acted upon. Monitoring tools, including stakeholder engagement logs, meeting minutes, and community feedback reports, will be used to track participation and identify issues requiring attention. In addition, community representatives and local institutions will be involved in participatory monitoring activities, helping to validate progress, assess impact, and ensure transparency.

II.6 Disclosure requirements

Environmental and social safeguards specialists, community development focal points at ANAC, and community facilitators from implementing partners will ensure that all relevant project information—including, but not limited to, public tenders, calls for proposals under community grant schemes, and grievance redress channels—is made accessible to all interested parties, including primary beneficiaries.

Information will be disseminated using culturally appropriate methods tailored to the specific needs of different groups, including women, youth, and host communities, and adapted to each phase of the project. Dissemination will take place through interactive formats such as focus group discussions and community meetings, where feedback, concerns, and suggestions will be systematically documented and recorded.

Project information will also be shared through appropriate communication channels, to be agreed upon during the implementation phase, and will include reports and meeting minutes. Furthermore, information will be communicated in local languages through community meetings and local government councils to ensure inclusiveness and broad understanding among target populations.

II.7 Ongoing reporting to affected communities and individuals

As part of the TRANSFORM Project's Stakeholder Engagement Plan, mechanisms will be in place to ensure that communities—especially underserved and vulnerable groups—are kept informed throughout the project's five-year implementation period. Regular updates will be provided on the project's environmental and social performance, as well as on the implementation of the stakeholder engagement activities and the grievance redress mechanism (GRM), as outlined in Section 9.

Information will be shared in a timely, culturally appropriate, and accessible manner to ensure meaningful consultation and active community participation. This is particularly critical for populations with limited access to services in key sectors such as health, education, and natural resource management. Reporting back will include community meetings, local radio broadcasts, and collaboration with community-based organizations to ensure transparency and build trust. The GRM will remain accessible to all affected parties and project workers throughout the entire project cycle, providing a structured channel for feedback, concerns, and resolution of grievances.

3. SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

As part of the *Moz Transform* project, prior consultations with key stakeholders were essential to establishing a framework for strategic collaboration, ensuring alignment with national and regional policies, and defining intervention priorities.

As part of the Project Preparation Grant (PPG) activities, the JV EBD–Data4Moz maintains a comprehensive and **stakeholder database (Excel-based)** shared with UNDP. The database will be a useful tool for the full project team, once implementation starts. Besides consolidating into one Excel workbook key stakeholder information and generating analysis, the database also includes a chronological record of the stakeholder engagement process during the PPG, meeting by meeting. A summary of this record is included in APPENDIX A of this report.

During the PPG, the stakeholder consultation process took place at over different phases: 1) before the start of the field mission (online); 2) during the PPG Inception mission and workshop (with online and in-person meetings); 3) during the field mission (in-person); and 4) after the mission (online), including the project validation by key stakeholders, focusing in particular on the negotiations with candidate responsible parties.

The ***phase 1*** (before the start of the field mission) took place between January and February 2025, multiples remote meetings were held with various institutions, civil society, private sector, and government institutions at both central, provincial and district levels, include the National Administration of Conservation Areas (ANAC), conservation organizations like the Wildlife Conservation Society (WCS) and the Connected Conservation Foundation, as well as multiple meetings with the United Nations Development Programme (UNDP). This initial consultation process provided key inputs to the planning of the PPG mission, identifying challenges, opportunities, and synergies that will guide the next phases, and provided valuable contributions, including concerns, recommendations, and insights on various aspects of the project. These consultations enabled discussions on conservation strategies in key landscapes such as Gorongosa-Marromeu and Rovuma-Lugenda, exploration of funding and inter-institutional cooperation opportunities, proposal and selection of intervention sites, coordination of subsequent field visits, among other aspects. In terms of gender inclusion, the consultations of the phase 1 recorded female representation of 40-50% in most meetings, reflecting a growing commitment to gender equity in decision-making.

The ***phase 2 (***during the PPG Inception Workshop) (online and in-person) On February 25, 2025**,** the **"**PPG Inception Workshop"[21] for the project *"Transforming Wildlife Conservation and Livelihoods at the Landscape Scale in Mozambique (TRANSFORM)"* was held at Hotel Indi Village**.** This workshop was a key event within the Project Preparation Phase (PPG) for the above-mentioned project, which is funded by the Global Environment Facility (GEF) and supported by the United Nations Development Program (UNDP) in Mozambique**,** in collaboration with the Government and partners through the National Administration of Conservation Areas (ANAC) and various stakeholders. The event raised a high level of interest from participants in terms of being part of the project and going more in depth with the discussions. In total, there were 64 participants in the PPG Inception Workshop, including the online participants (n=9)[22]. Of the total number of participants, 39 were men and 25 women, bringing the ratio of female participation to 39% (an improvement).

The PPG Inception Workshop brought together representatives from government institutions, civil society organizations, non-governmental organizations (NGOs), the private sector, academia, and international development agencies**.** The event's purpose was to present and validate the structure, objectives, components and expected outcomes of the project**,** while also gathering and integrating contributions from key stakeholders into the design, planning, and implementation strategy for the project**.**

The ***phase* 3** during the field mission (in-person) Between February 26 and March 9, 2025, four field missions were conducted across the two project landscapes. In the Gorongosa-Marromeu Landscape, the mission included visits to the Gorongosa National Park and the Marromeu Reserve. In Gorongosa National Park, meetings were held with the Gorongosa Restoration Project, district government authorities in Gorongosa District, and community consultations in Bebedo (Nhamatanda District) and Catemo (Cheringoma District). In total, 436 individuals were consulted across various stakeholder groups.

In the Rovuma-Lugenda Landscape, the mission covered visits to the Niassa Special Reserve and the city of Pemba in Cabo Delgado. In Niassa, several meetings were held with key stakeholders, including the Provincial Services of Environment (SPA), district authorities in Marrupa, community consultations in Mecula and Chipanje Chetu (Sanga

[21] PPG refers to Project Preparation Grant of the GEF (Global Environment Facility) and it provides funding to the project preparatory phase for GEF funded projects.

[22] Although the actual count of online participants through Zoom was 12, three of them were simultaneously present in the room. Therefore, the correct count of online participants is 9.

District), and the Niassa Special Reserve management team, including the co-management partner, Wildlife Conservation Society (WCS).

In Pemba, the mission engaged with the provincial government—specifically the SPA and the Provincial Directorate of Environment and Territorial Planning. Additional consultations were conducted with development agencies such as UNOPS and UNDP, which are implementing emergency and livelihood support programs in the region. The mission also met with Civil Society Organizations (CSOs) active in districts within the Quirimbas National Park. In total, 173 individuals were consulted across various stakeholder groups in the Rovuma-Lugenda Landscape.

The ***phase* 4** after the mission (online). Following the in-person field missions, additional virtual meetings were conducted with key stakeholders to follow up and gather further information. Notably, meetings were held with potential co-financing partners, resulting in confirmed commitments from BIOFUND, the Gorongosa Restoration Project (GRP), Wildlife Conservation Society (WCS) and the Frankfurt Zoological Society (FZS). These contributions have been critical in finalizing the project's co-financing framework. A step-wise validation process with these stakeholders was also conducted.

All feedback gathered throughout the process has been instrumental in shaping both the Stakeholder Engagement Plan (SEP) and the Gender Action Plan (GAP). Stakeholder consultation within GEF-financed projects is an ongoing and iterative process.

Key Issues Raised During the PPG's Phased Process of Stakeholder Consultations[23]

1. Initial consultations (prior to the PPG Inception Workshop)

Before the PPG field mission to Mozambique, several online stakeholder consultation meetings took place. The following was on focus:

- Scaling up the implementation of the national Human-Wildlife Conflict (HWC) strategy through innovative and community-driven approaches that increase prevention, early warning systems, and local response capacity.
- Establishing a sustainable wildlife management framework that promotes coexistence between wildlife and local communities, while integrating benefit-sharing mechanisms that deliver tangible incentives for conservation.
- Drawing lessons from the One Health approach, particularly the Herding for Health (H4H) initiative led by the Peace Parks Foundation in Limpopo National Park, to inform integrated conservation and community health models.
- Supporting the formalization of the Palma Key Biodiversity Area (KBA), advancing its designation as the Palma Environmental Conservation Area and enabling structured conservation action in Northern Mozambique.
- Exploring synergies with regional initiatives that improve community well-being in and around conservation areas, such as the MOZNORTE Project in the Quirimbas National Park landscape, to align efforts and scale impact.

2. PPG Inception mission and workshop

The PPG Inception Workshop for this project was held on February 25, 2025, at Hotel Indi Village in Maputo. Organized by UNDP in collaboration with ANAC and other stakeholders, the workshop aimed to present and validate the project's strategy and gather input for its development. A total of 64 participants attended—25 of whom were women (39%)—representing government, civil society, the private sector, academia, and international partners.

[23] A detailed summary of the key points discussed during phases 1, 2 and 3 can be found in the PPG Deliverable 2 Main Report submitted to UNDP (available upon request).

Participation was both in person and online. The press was also present, ensuring broad visibility. Key figures such as the UNDP Deputy Resident Representative and ANAC's Director General highlighted the project's importance. Presentations covered the project's theory of change, landscape focus areas, and the role of gender inclusion, followed by a lively plenary discussion.

Stakeholders engaged in group work around the project's four components: protected area management, legal and policy frameworks, community-focused conservation, and knowledge sharing. Each group provided valuable feedback, emphasizing the need for capacity building, legal alignment, community engagement, and gender-sensitive approaches. An individual questionnaire captured additional insights, revealing strong stakeholder interest and moderate concern over risks such as institutional coherence and project complexity. The workshop concluded with a shared commitment to the project's goals, and next steps involve field consultations and refinement of the project design based on the rich input received.

UNDP detains the record of stakeholder participation specific for the workshop event through signed participants' list and a consolidated list of participants embedded in the stakeholder database, alongside other evidence of participation and engagement (photos, materials shared, data from a quick survey etc.).

The days preceding the PPG Inception Workshop and right after it included in-person meetings in the capital. Thereafter, the field visits started and this is covered in the next point.

More detailed information on the PPG Inception Workshop event and related bilateral consultations is included in **APPENDIX B** to this report.

3. Field visits (GML and RLL)

The field mission involved extensive consultations across key landscapes in Mozambique between February 24 and March 9, 2025, as part of the PPG phase of the MOZ TRANSFORM project. A total of 609 individuals were consulted, including 250 women, across government, civil society, conservation organizations, and six rural communities. The mission covered the Gorongosa-Marromeu Landscape—featuring Gorongosa National Park and Marromeu Special Reserve—and the Rovuma-Lugenda Landscape, including Niassa Special Reserve and Quirimbas National Park.

Community consultations were held in Bebedo, Catemo, Nensa, and Macuere (in Sofala Province), and Cuchiringa and Nova Madeira (in Niassa Province). These were complemented by meetings with reserve staff, district and provincial authorities, and local NGOs. Quirimbas consultations occurred primarily in Pemba due to security constraints, involving park staff and civil society. The purpose of the mission was to engage stakeholders, gather data, and refine project design through inclusive, participatory processes that reflect the needs and priorities of communities and institutions across the target landscapes.

A thorough PPG mission inception report was produced by the JV EBD-Data4Moz to UNDP and made available to ANAC and key partners. It includes all the details of the mission, including all evidence of stakeholder engagement. Additional evidence includes photos, videos, presence sheets, GIS data, the different forms applied during the consultations and the results of their application.

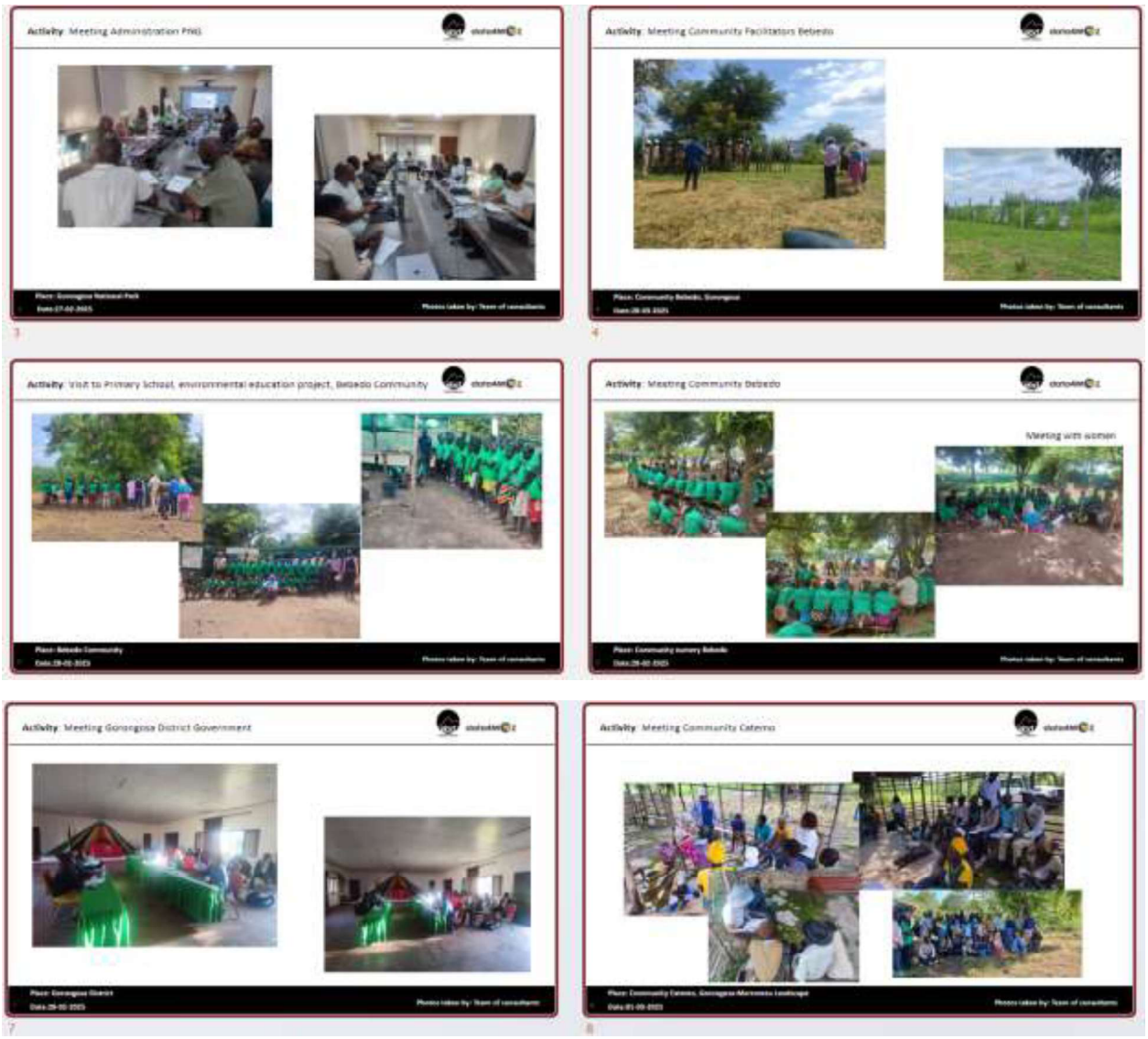
A summary of mission results follows for each of the two landscapes.

3.1 Gorongosa-Marromeu Landscape (GML)

- Stakeholders emphasized the importance of building local capacity for natural resource management, including the establishment and support of community patrolling groups to enhance environmental monitoring and anti-poaching efforts.
- There was strong interest in developing eco-tourism initiatives within community conservation areas as a way to generate income while promoting wildlife protection and cultural preservation.

- Addressing human-wildlife conflict was identified as a priority, with suggestions including the construction of borewells, installation of protective fencing, and improved land-use planning to separate agricultural activities from wildlife zones.
- Stakeholders discussed the potential for supporting biodiversity-friendly economic activities such as honey production and, where legal and sustainable, regulated community hunting. These initiatives could provide alternative livelihoods and reduce pressure on natural resources.
- The need for increased awareness and capacity-building was widely recognized, including the organization of experience-sharing visits between communities and sensitization campaigns using local media to promote conservation messages and informed participation.

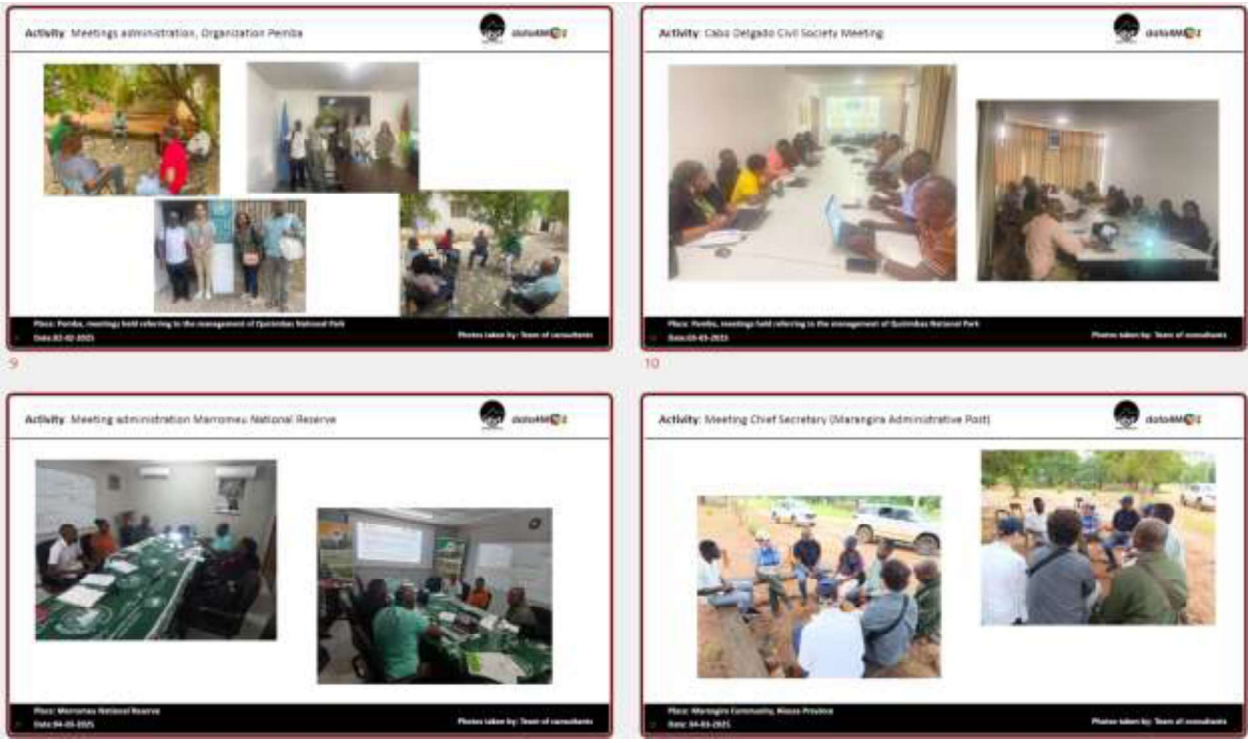
Figure 11. Pictures from the field mission (GML)



3.2 Rovuma Lugenda Landscape

- It was noted that additional training is essential to equip rangers with the necessary skills in surveillance, conflict mitigation, and community engagement. Moreover, stakeholders recommended investing in critical equipment—including uniforms, GPS units, radios, and vehicles—to enhance mobility, safety, and real-time communication during patrols.
- Stakeholders stressed the importance of deepening collaboration with operators of hunting concessions that lie adjacent to or around the reserve. They suggested that these partnerships could help align conservation goals, improve wildlife management practices across the broader landscape, and ensure that benefit-sharing mechanisms with surrounding communities are equitable and transparent.
- Stakeholders recommended the development or strengthening of digital information management systems to allow for more effective tracking and analysis. This would support evidence-based decision-making, improve coordination among enforcement actors, and enhance transparency in conservation outcomes.

Figure 12. Pictures from the field mission (RLL)



Activity: Meeting District Services of Economic Activities



Activity: Meeting Coutada 14



13

Activity: Meeting Community Cuchiranga





Meeting with woman



14

Activity: Meeting Community Nerua



15

Activity: Niassa Reserve and WCS Meeting







16

Activity: Meeting Community Masuera





17

Activity: WWF Meeting



Activity: Sena Sugar Company Meeting



18

Activity: Meeting Community Nova Madeira







Meeting with women

19

Activity: Meeting Civil Society (Niassa)







20

4. PPG mission follow-up and Project Document validation process

As part of the Project Preparation Grant phase, two key validation sessions were held on May 15 and May 20, 2025, to consolidate stakeholder inputs and validate the draft Project Document (ProDoc).[24] These sessions aimed to ensure that the proposed implementation arrangements, institutional roles, and activity design were technically sound, contextually relevant, and agreed upon by key stakeholders engaged across the Gorongosa-Marromeu Landscape and Rovuma-Lugenda Landscape. A total of 51 participants attended the two meetings, 24 in the first session (11 women) and 26 in the second (13 women), including representatives from ANAC, UNDP, BIOFUND, GRP, FZS, WCS, and the PPG consultant team.

It is notable that in this selected segment of the project stakeholders, the gender break-down is quite balanced (48% women in average) and there are several women in management/leadership positions (namely in 4 out of 8 entities represented in the meetings).

The process followed a participatory, step-by-step approach. Stakeholders reviewed the draft Terms of Reference tailored for each implementing partner, explored budget allocations using the provided budgeting tool, and clarified institutional responsibilities under Components 1 through 4. A key concern raised was the gap between proposed activities and what could be realistically implemented, particularly in sensitive landscapes such as Gorongosa-Marromeu. Participants stressed the importance of co-developing workplans and budgets in coordination with the lead agency ANAC to ensure feasibility and ownership.

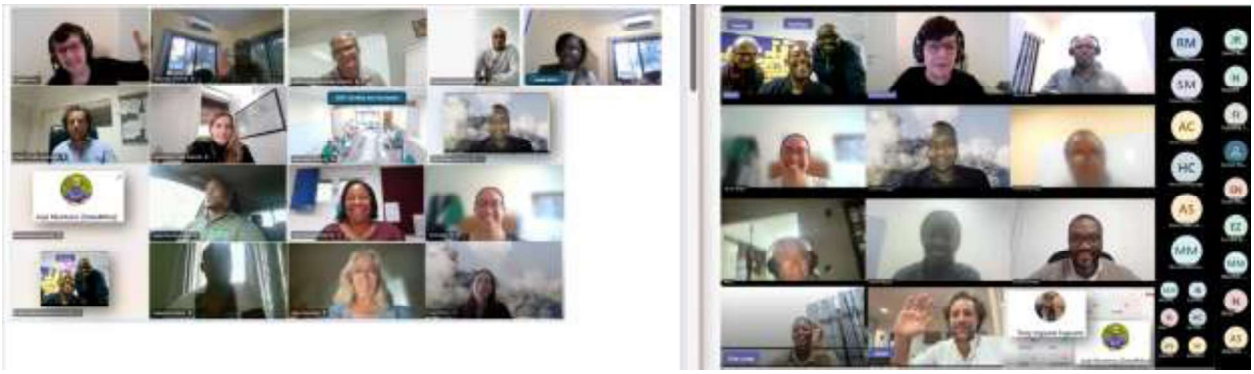
One major topic of discussion involved the distinction between Forward Operating Bases (FOBs) and Anti-Poaching Coordination Operations Centers (APCOCs). ANAC clarified that APCOCs should be situated outside protected areas to avoid conflicts in command structures, preserving the autonomy of internal park authorities. Additionally, the need for flexible fund management was emphasized, with consensus that partners like GRP should manage the budgets linked to their activities—subject to proper coordination and fiduciary oversight.

UNDP reiterated that while core implementation will begin in Year 2, the first year is dedicated to fulfilling environmental and social safeguard requirements. A competitive tendering process will follow, enabling eligible partners to apply for grants. Facilitators, including Fabiana Issler, acknowledged the time pressures involved but stressed the urgency of delivering a validated ProDoc ahead of the August 2025 CU endorsement deadline.

Further discussions highlighted the critical importance of community engagement, institutional continuity, and the careful sequencing of interventions to ensure meaningful outcomes. Despite the pressure of tight deadlines, participants conveyed a strong sense of commitment and optimism regarding the project's progress. As a next step, stakeholders agreed to convene a follow-up session dedicated to demonstrating the budgeting tool and further refining activity definitions. The validation process concluded with a shared commitment to a step-by-step, collaborative approach aimed at finalizing a Project Document that is both locally responsive and ready for implementation.

[24] Because important decisions were made during the meeting, they were minuted.

Figure 13. Candidate Responsible Parties participation in the step-wise validation process



4. PROJECT STAKEHOLDERS

Overview

The TRANSFORM Project seeks to strengthen the integrated management of wildlife conservation and livelihoods improvement at the landscape level in central and northern Mozambique, using transformative, inclusive approaches. Given the multi-sectoral and community-centered nature of the project, the role of stakeholders is not only critical but foundational to its success. The project's broad scope makes all stakeholders essential, whether as beneficiaries of improved conservation and livelihood initiatives, public or private actors implementing policy and services, or as civil society and community-based partners supporting local engagement. At its core, the TRANSFORM Project promotes inclusive and equitable governance, recognizing that lasting conservation and development outcomes must be co-designed and co-owned by those most directly affected.

To ensure this, the project emphasizes early, continuous, and meaningful engagement with stakeholders throughout the design and implementation process. This includes the identification of legitimate community representatives—individuals trusted by their peers to articulate local priorities and concerns. These representatives are key facilitators of two-way communication, offering critical local knowledge, promoting transparency, and strengthening trust between the project and communities.

Verifying the legitimacy of stakeholder representatives is a necessary step in ensuring genuine and representative participation. This can be achieved through informal consultations with a diverse sample of community members to confirm that those chosen to represent them are widely recognized and respected. Aligned with the objectives of the TRANSFORM Project, stakeholders are broadly classified into two categories:

- **Affected Parties** – Those who are or may be directly or indirectly impacted, positively or negatively, by the project's conservation and livelihood interventions for instance., local communities, private sector entities, local government, etc.
- **Interested Parties** – Those who may influence or support the project, including technical partners, institutions, or actors with a stake in conservation, governance, and rural development.

For effective and context specific engagement, the TRANSFORM Project identifies the following core stakeholder groups:

1. Government institutions at national, provincial, and local levels are involved in conservation, land use, local economic development, and wildlife management.
2. Local Communities (LCs) living in and around protected areas and critical landscapes targeted by the project (GML and RLL).

3. Civil society organizations and community-based organizations (CSOs/CBOs) support livelihoods, gender equality, and community development.
4. Private sector actors engaged in nature-based enterprises, ecotourism, wildlife-based economies, and value chain development.
5. Donors and development partners active in conservation, climate resilience, and inclusive growth.
6. Academic and research institutions providing data, innovation, and policy-relevant insights;
7. The general public, particularly those benefiting from improved natural resources management, and sustainable economic opportunities.

In addition, vulnerable groups affected by the project will be further confirmed and consulted during project implementation. Description of proposed methods of engagement to be undertaken is provided in the following sections.

Table 6. Stakeholders roles, interest and influence

Stakeholder Name and Function	Stakeholder's Interest	Impact of Project on Stakeholder	Influence of Stakeholder	Risk Management
National Government				
Ministry of Agriculture, Environment and Fisheries (MAAP)	Overall leadership and policy guidance, planning, and coordination.	Built technical and institutional capacity for effective and efficient implementation of wildlife conservation an livelihood at scale across PAs.	Project promoters at the national level.	**High** (Establish multisectorial coordination at various levels of decision making)
National Criminal Investigation Service (SERNIC)	Overall national security and crime prevention	Improved institutional coordination for effective wildlife trade and crime response.	Support the investigation on wildlife trade and illegal logging in the PAs in the GML and RRL.	**High** (Leverage the opertional framework of Environmental Law Enforcement Unit to ensure efectiveness of the inteligence process)
National Administration of Conservation Areas (ANAC)	Project Beneficiary Sustainability of project outputs	Improved institutional likages and informations management for effective PA and wildlife conservation and management	Key decision-makers on the PA management and wildlife conservation	**High** (Involve MAAP coordination in the decision making and implementation of project activities in order to ensure country ownership and sustainability of project results)
National Directorate of Agricultural Health and Biosafety (DNSAB)	Mitigate the spill over of zoonotic diaseases	Improved capacity at the landscape level to ensure biosafety protocols are fully implemented at the landscape level	Key partner in the implemenation of One-Helath and Human-Wildlife-Conflict componetnts in the project.	**Medium** (Offset resources from the provincial level and services from the PAs in the landscapes)

Stakeholder Name and Function	Stakeholder's Interest	Impact of Project on Stakeholder	Influence of Stakeholder	Risk Management
National Directorate of Land and Territorial Planning (DNTDT))	Streamline the use of territorial planning tools and land use	Facilitate the implementation and integration of territorial planning strategy	Ensure territorial zoning and planning, proposing land management arrangements in the GML and RRL.	**Medium** (Offset resources from the provincial level and services from the PAs in the landscapes)
National Health Institute (MISAU)	Policy guidance, planning, and coordination on public health issues	Improved capacity to respond to and assist HWC related incidents	Integration of the public health components into the implementation of the One-Health Approach	**Medium** (Leverage the existing network of health care facilities to respond to HWC)
National Veterinary Services	Improved performance through technical capacity for veterinary services	Ensure timely and effective HWC response	Involvement in the implementation and response of HWC strategy	**Low** (Assistance well established at the district level through SDAE)
Provincial Government				
Gorongosa National Park	Project Beneficiary; Sustainability of project outputs	Enrsuring that the project is implemented withing the co-management signed with the government and GRP, including safeguarding the ecological, social and economic benefits for the communities.	Project promoters at the landscape level.	**High** (Leverage the existing governance arrangements with stakeholders and communities to achieve the project results)
Quirimbas National Park	Project Beneficiary; Sustainability of project outputs	Enrsuring that the project is implemented withing the co-management signed with the government and WSC, including safeguarding the ecological, social and economic benefits for the communities.	Project promoters at the landscape level.	**High** (Leverage the existing governance arrangements with stakeholders and communities to achieve the project results)
Marromeu Special Reserve	Project Beneficiary; Sustainability of project outputs	Enrsuring that the project is implemented within the technical assistance agreement signed between the government and FZS, including safeguarding the ecological, social and economic benefits for the communities.	Project promoters at the landscape level.	**High** (Leverage the existing governance arrangements with stakeholders and communities to achieve the project results)

Stakeholder Name and Function	Stakeholder's Interest	Impact of Project on Stakeholder	Influence of Stakeholder	Risk Management
Niassa Special Reserve	Project Beneficiary; Sustainability of project outputs	Ensuring that the project safeguards the social, ecological and economic needs of the communities, including the IDPs displaced as a result of conflict in Cabo Delgado province.	Project promoters at the landscape level.	**High** (Leverage the existing governance arrangements with stakeholders and communities to achieve the project results)
Provincial Services of Environment (Sofala, Niassa, Cabo Delgado)	Improved project performance through direct assistance to the PAs.	Involvement in the policy implementation and safeguard mechanisms.	Will be liaising directly with Gorongosa National Park, Marromeu Special Reserve and the Hunting Concessions in the implementation of the project activities, including the approval of licenses and other required documentation within the province jurisdiction.	**Medium** (Enforce its mandate to ensure that policies and project activities are implemented considering the safeguard mechanisms in place)
District/Local Government				
District and Admin Post authorities	Primary level of local government, directly connecting the central state administration with local communities	Establish the coordination between various interested parties at the local level	Use the presence and facilities at local level to expand the project outreach	**Medium** (Could leverage the knowledge and proximity to the community to advance the project objectives)
Private Sector				
Mozambique Wildlife Alliance	Policy, Planning, and Coordination.	Improved institutional coordination and harmonization of protocols for effective implementation of wildlife economy.	Policy and administrative support to improve environmental planning	**Low** (Strengthening the existing collaboration mechanism with stakeholders, including ANAC))
Hunting Concessions (10, 11, 12 and 14)	Project Beneficiary; Sustainability of project outputs; Improved capacity through innovative wildlife economy strategy	Expanding and strengthening the strategy for wildlife economy, including benefit sharing with local communities,	Enhancement of wildlife management through improved benefit sharing to local communities	**High** (Strengthening the coordination and collaboration with local communities and local authorities)
Carbon Sink	Planning and coordination for capacity building and data collection on GHG and Emissions reduction.	Support an Influence formulation of benefit sharing strategy to improve livelihood conditions of the communities in areas where carbon credit	Service delivery to support the implementation of GHG and Emission reduction	**Low** (Improve the dissemination of information)

Stakeholder Name and Function	Stakeholder's Interest	Impact of Project on Stakeholder	Influence of Stakeholder	Risk Management
		projects are implemented		
Civil Society Organizations (NGOs/CBOs)				
Gorongosa Restoration Project	Project Beneficiary; Sustainability of project outputs	Monitoring of project implementation to ensure timely delivery of project output. Maintaining oversight of all technical and financial management aspects	Project promoter at the PA level; Involvement in the implementation of activities	**High** (Strengthening coordination and communication mechanism with other stakeholders at the landscape level)
Wildlife Conservation Society	Project Beneficiary; Sustainability of project outputs	Monitoring of project implementation to ensure timely delivery of project output. Maintaining oversight of all technical and financial management aspects	Project promoter at the PA level; Involvement in the implementation of activities	**High** (Strengthening coordination and communication mechanism with other stakeholders at the landscape level)
Frankfurt Zoological Society	Project Beneficiary; Sustainability of project outputs	Monitoring of project implementation to ensure timely delivery of project output. Maintaining oversight of all technical and financial management aspects	Project promoter at the PA level; Involvement in the implementation of activities	**High** (Strengthening coordination and communication mechanism with other stakeholders at the landscape level)
BIOFUND	Planning and coordination the effective implementation of the project outcomes.	Expanding and strengthening the strategy for biodiversity conservation and management through funding mobilization,	Funding mobilization and innovative finance mechanisms	**Medium** (Improve coordination with the Government, including ANAC)
Mozambique Safari Association	Primary focal point for Safari Operators at the national level	Influence the implementation of sound wildlife management policies and legislation	Service delivery to support the implementation of the project outcomes	**Low** (Ensure that mission is aligned with the national wildlife economy strategy)
Vulnerable Groups/Individuals				
FOFEN (Forum das Associações Femininas de Niassa)	Planning and coordination the effective implementation of the project outcomes, particularly on the social	Direct or indirect involvement in the policy implementation and safeguard mechanisms.	Public awareness, education, and advocacy	**Medium** (Through the local and regional representations, ensuring that the needs and concerns of the vulnerable groups are

Stakeholder Name and Function	Stakeholder's Interest	Impact of Project on Stakeholder	Influence of Stakeholder	Risk Management
	safeguards for women and youth.			streamlined into the project implementation)
FAMOD (Forum das Associações Moçambicanas das Pessoas com Deficiência)	Planning and coordination the effective implementation of the project outcomes.	Direct or indirect involvement in the policy implementation and safeguard mechanisms.	Public awareness, education, and advocacy	**Medium** (Through the local and regional representations, ensuring that the needs and concerns of the vulnerable groups are streamlined into the project implementation)
Academia				
Universidade Eduardo Mondlane (Faculty of Agronomy and Forestry Engineering)	Formulation of studies and assessments that contributes to the effectiveness of the project results	Built institutional and sectorial knowledge on wildlife management and economy, focusing on improving livelihoods for local communities	Support the creation and dissemination of evidence-based results for wildlife and biodiversity conservation at the landscape level	**Low** (Establish a framework for strategic collaboration with stakeholders in the targeted landscapes)
University of Lurio	Formulation of studies and assessments that contributes to the effectiveness of the project results	Built institutional and sectorial knowledge on wildlife management and economy, focusing on improving livelihoods for local communities	Support the creation and dissemination of evidence-based results for wildlife and biodiversity conservation at the landscape level	**Low** (Establish a framework for strategic collaboration with stakeholders in the targeted landscapes)
Veterinary Faculty of the Eduardo Mondlane University	Formulation of studies and assessments that contributes to the effectiveness of the project results	Built institutional and sectorial knowledge on wildlife management and economy, focusing on improving livelihoods for local communities	Support the creation and dissemination of evidence-based results for wildlife and biodiversity conservation at the landscape level	**Low** (Establish a framework for strategic collaboration with stakeholders in the targeted landscapes)

Stakeholder identification by components

Table 7 categorizes the relevant stakeholders for each project component. This classification will help the project implementation partners to clearly identify which stakeholders need to be engaged at each stage, ensuring a targeted, efficient, and context-specific engagement process aligned with the objectives of each component.

Table 7. Relevant stakeholders for each project component

Components	Interested stakeholders	Affected Stakeholders	Vulnerable groups
Component 1) Management of Conservation Area Networks	Ministério de Agricultura, Ambiente e Pescas (MAAP); National Administration of Conservation Areas (ANAC); Procuradoria Geral da Republica;	National Administration of Conservation Areas Gorongosa National Park Marromeu Special Reserve Niassa Special Reserve	Women and youth in the communities within the GML and RLL.

Components	Interested stakeholders	Affected Stakeholders	Vulnerable groups
	National Criminal Investigation Service (SERNIC); National Directorate of Land and Territorial Development (DNDT); Gorongosa Restoration Project (GRP); Wildlife Conservation Society (WCS); Gorongosa National Park; Marromeu Special Reserve; Quirimbas national Park; Mozambique Wildlife Alliance; Provincial Services of Environment (SPA). IUCN OECM	Quirimbas National Park Local communities in the Gorongosa Marromeu Landscape Local communities in the Rovuma Lugenda Landscape Local communities in the Quirimbas National Park Local communities in the Marromeu Complex. Hunting Concessions (10, 11, 12 and 14).	Women and girls affected by armed conflict in the RLL. If viable and in the future (given security risks), internally Displaced Persons (IDPs) in the QNP region.
Component 2) Strengthening of Policy and Regulatory Frameworks	Ministério de Agricultura, Ambiente e Pescas (MAAP); National Administration of Conservation Areas (ANAC); National Directorate of Environment (DINAB); National Directorate of Forestry (DNF); Ministry of Planning and Development (MPD); DMC; PPRNA; Provincial Services of Environment, Provincial Directorate of Public Works (DPI), Provincial Directorate of Territorial Planning and Environment (SPDTA), Provincial Service of Economic Activities, Gorongosa National Park, National Criminal Investigation Service, Rede Para Ambiente E Desenvolvimento Comunitario Sustentavel Zambezia (RADEZA), Funza, Mozambique Safari Association (AMOS), Helveta, WCS, Gorongosa Restoration Project, Mozambique Wildlife Allieance, Frankfurt Zoological Society, WWF, University of Lurio, University Eduardo Mondlane	Quirimbas National Park Local communities in the Gorongosa Marromeu Landscape Local communities in the Rovuma Lugenda Landscape Local communities in the Quirimbas National Park Local communities in the Marromeu Complex. Hunting Concessions (10, 11, 12 and 14).	Population along the GML and RLL. Women and youth in the communities. Ressetled communities in the Marromeu Complex
Outcome 3) Generate socio-economic benefits through sustainable nature-based businesses, mitigating	Ministry of Health Ministério de Agricultura, Ambiente e Pescas (MAAP); National Administration of Conservation Areas (ANAC); Procuradoria Geral da Republica; WCS, Gorongosa Restoration Project,	National Administration of Conservation Areas Gorongosa National Park Marromeu Special Reserve Niassa Special Reserve Quirimbas National Park	Population along the GML and RLL. Women and youth in the communities. Ressetled communities in the Marromeu Complex Women and girls affected by armed conflict in the RLL.

Components	Interested stakeholders	Affected Stakeholders	Vulnerable groups
human-wildlife conflicts, and promoting services with a One Health approach.	Mozambique Wildlife Allieance, Frankfurt Zoological Society, WWF, Gorongosa National Park; Marromeu Special Reserve; Quirimbas national Park; Niassa Special Reserve IUCN OECM,	Local communities in the Gorongosa Marromeu Landscape Local communities in the Rovuma Lugenda Landscape Local communities in the Quirimbas National Park Local communities in the Marromeu Complex. Hunting Concessions (10, 11, 12 and 14). Niassa Carnivore Project (NCP)	
Component 4) Knowledge Exchange and Coordination	Ministério de Agricultura, Ambiente e Pescas (MAAP); National Administration of Conservation Areas (ANAC); Mozambique Safari Association (AMOS),	Local communities in the Gorongosa Marromeu Landscape Local communities in the Rovuma Lugenda Landscape Local communities in the Quirimbas National Park Local communities in the Marromeu Complex. Hunting Concessions (10, 11, 12 and 14). Niassa Carnivore Project (NCP)	Population along the GML and RLL. Women and youth in the communities. Ressetled communities in the Marromeu Complex Women and girls affected by armed conflict in the RLL.

project-affected marginalized and disadvantaged stakeholders- provide a brief description and identification of this category of stakeholders.

Stakeholder engagement strategy

The consultation process will require a combination of diverse methods tailored to the specific characteristics and needs of the target audiences. The selection of consultation methods will consider factors such as cultural context, literacy levels, accessibility, and stakeholder preferences. The proposed consultation methods and strategy for the project are outlined in ***Table 8*** below:

Table 8. Consultation methods and proposed strategy for the project.

Project stage	Information to be disclosed	Proposed methods	Frequency	Target group	Responsability
Project Designing	Available information about the project, Objectives, Outcomes and SEP	- Online and remote meetings. - Public consultation meetings of interested parties - Public consultation with affected parties	Stakeholder consultation workshop was held on February 25. Other meetings were held in the project implementation locations.	Government institutions, local authorities, NGOs, implementing partners. Community members.	UNDP ANAC Consortium EBD and Data4Moz

Project stage	Information to be disclosed	Proposed methods	Frequency	Target group	Responsability
Project Implementation	Information on the activities under each project component, opportunities for community participation, technical studies, land use planning processes, community feedback reports, and key project documents will be regularly shared to support the fair and transparent selection of beneficiaries.	Community and focus group meetings, consultations with district authorities, community leaders, project implementation unit at local level.	It will be defined by the project coordination unit. Consultations will be continuous throughout the project cycle. At least 2 consultations for each project component, but additional ones will be conducted whenever necessary.	Community in the intervention area, general public, women and vulnerable groups, including local NGOs, OCBs, beneficiaries, other interest groups.	Environmental and Social Safeguards Team in the landscapes with support of Community development specialist at ANAC/UNDP, Focal points, and community facilitators.
Post-Implementation	Reports and documentations of the project impact with beneficiaries' opinions and other project documents.	Community meetings and focus groups, district council meetings.	The project coordination team will define the consultation schedule. A minimum of two consultations will be held for each project component, with additional consultations to be conducted as needed throughout implementation.	Target stakeholders include communities in the affected areas, the general public, women and vulnerable groups (including internally displaced persons), as well as NGOs, community-based organizations (CBOs), project beneficiaries, and other relevant interest groups.	ANAC UNDP WCS GRP FZS
	Project closure report		The project coordination team will define the consultation schedule.	Communities in the intervention areas, local NGOs, OCBs, women and vulnerable groups, including IDPs, host families	ANAC UNDP WCS GRP FZS

Other considerations

5. STAKEHOLDER ENGAGEMENT PROGRAM

V.1 Purpose and goals

The Stakeholder Engagement Program outlines the strategic approach the project will use to engage, inform, and collaborate with stakeholders throughout its lifecycle. Its purpose is to ensure inclusive, transparent, and meaningful participation of all relevant stakeholders—particularly local communities, women, youth, vulnerable groups, civil

society, and institutional partners. The program will serve as a framework to guide how stakeholders are identified, consulted, and kept informed, with an emphasis on fostering trust, ownership, and social accountability in the project's design, implementation, and monitoring phases.

V.2 Methods used for consultation

The TRANSFORM Project employs a combination of participatory and context-sensitive consultation methods to ensure inclusive and meaningful stakeholder engagement across all phases of implementation. These methods are designed to accommodate the diverse cultural, linguistic, and socio-economic characteristics of the target groups, particularly local communities, women, youth, internally displaced persons (IDPs), host families, and other vulnerable populations. Core consultation approaches include community meetings, group discussions, semi-structured interviews, key informant consultations, and stakeholder workshops at the local, district, and provincial levels. These sessions are facilitated by trained community facilitators and local implementing partners to ensure culturally appropriate communication and inclusive participation.

In addition to in-person engagement, the project leverages remote methods such as phone calls, online meetings, and radio broadcasts when appropriate, especially in hard-to-reach areas or during periods of limited mobility. Written materials such as flyers, posters, and summary documents in local languages are also used to enhance understanding and support two-way communication. All consultations are designed to be iterative, allowing for ongoing dialogue, feedback collection, and adaptive planning.

V.3 Engaging with Specific Groups

The TRANSFORM Project places strong emphasis on engaging specific groups that may be traditionally underrepresented or disproportionately affected by environmental and social challenges. These groups include women, youth, internally displaced persons (IDPs), host communities, social and cultural minorities, as well as persons with disabilities. Recognizing their unique needs, knowledge, and vulnerabilities, the project adopts targeted strategies to ensure these groups are meaningfully involved in consultation, decision-making, and benefit-sharing processes.

Engagement with these groups is guided by principles of inclusivity, equity, and cultural sensitivity. Community meetings, focus groups, and tailored outreach activities are organized in ways that encourage safe and open participation—such as conducting separate sessions for women or youth when needed, using local languages, and involving trusted community intermediaries. By doing so, the project seeks not only to gather relevant insights and concerns from these groups but also to strengthen their roles as active stakeholders in the management of natural resources and the implementation of sustainable livelihoods.

V.3.2 Engaging with Older People

Older persons – women and men – participated in all community consultations as a minority. While both men and women have limited access to health care in rural areas, older women are more vulnerable. In communities where women have limited voice in community affairs, older women´s needs are seldom considered. Overall women´s limited access to education and civil identification, further limit their access to social protection and healthcare. As older men and women are overall more food insecure than younger community members, they are also more vulnerable to impact of wildlife destruction of their agricultural fields. how will they be engaged?

Recognizing the heightened vulnerability and underrepresentation of older women and men in community affairs, the project will adopt a targeted engagement strategy to ensure their voices are heard and their needs are addressed. Specific outreach will include age-sensitive focus groups and home-based consultations where mobility is a barrier. Engagement will be facilitated through trusted community leaders and health workers, with particular attention to older women who face compounded challenges due to limited access to education, civil identification, and decision-making spaces. The project will work to identify and address barriers to healthcare, social protection, and food security among older persons, and incorporate their perspectives into the design of human-wildlife conflict mitigation measures, especially where crop destruction affects their livelihoods. These efforts will be aligned with

national policies on aging and community health, ensuring older persons are meaningfully included in project planning and benefit-sharing mechanisms.

V.3.3 Engaging with young people

Young people constituted between a third to a half of the community members consulted. They expressed concerns regarding livelihood – a lack of employment and market opportunities – limited access to education (especially for girls and women) and to health facilities. As farmers they expressed concerns about crops being destroyed by animals including elephants. In one consultation, participants mentioned that during the consultation children were watching over the crops in the fields so as to protect them against wild animals such as baboons. Participants, especially young women, also mentioned the difficulty of bringing crops to the market. Young men in a community conservation area expressed the wish for the establishment of a lodge which would create employment opportunities.

Given the significant representation of youth in the consulted communities and the specific challenges they face, the project will implement a youth-responsive engagement strategy that emphasizes participation, skills development, and economic opportunity. Dedicated youth forums and participatory planning workshops will be established to ensure their perspectives inform project design and implementation. Special attention will be given to the voices of young women, who face intersecting barriers related to education and access to conservation related benefits. The project will strengthen the integration of youth into community conservation efforts through employment-linked initiatives such as eco-tourism and wildlife monitoring, while also addressing concerns about human-wildlife conflict through targeted training and technology-supported solutions. Collaboration with local schools and other related youth programs in the region will ensure that engagement is continuous and builds pathways to employment, entrepreneurship, and leadership in sustainable landscape management (eg. The Clube das Raparigas, Biolink and Resiliencia Tripla from the LEVASFLOR FOUNDATION in the GML).

V.3.4 Engaging with People with disability

People with disabilities are a diverse group thus their needs vary, but overall people with disability face limited opportunities and discrimination. There are limited rehabilitation opportunities in rural communities. Women with disability faces double discrimination - as women and as persons with disability. The Forum of Associations of Persons with Disability (FAMOD- Forum das Associações Moçambicanas de Deficiência), which represents persons with disability, exists in both provinces but its outreach into rural areas varies.

In previous consultations, members of the disability community expressed a lack of opportunities to safely visit conservation areas. There is limited conservation awareness raising for the FAMOD community. Recognizing the diverse needs and systemic barriers faced by persons with disabilities, the project will implement an inclusive engagement strategy to ensure their meaningful participation and access to project benefits. Engagement will be coordinated in partnership with the FAMOD in both provinces, with efforts to strengthen outreach in rural areas where representation is limited. Consultations will be designed to be accessible and adapted to different types of disabilities, using appropriate formats, facilitation methods, and accessible venues. Special attention will be given to the unique challenges faced by women with disabilities, who experience compounded discrimination. The project will work to increase awareness and inclusion of persons with disabilities in conservation programming, including by facilitating safe access to conservation areas and developing targeted awareness campaigns. Efforts will also be made to ensure that persons with disabilities can access livelihood opportunities, participate in community decision-making structures, and benefit from rehabilitation and social protection referrals where possible.

V.3.5 Engaging with Women

The women who participated in the community consultations expressed the following main concerns and interests: During community consultations, women voiced critical concerns including the need for better access to education, healthcare, and safe water. They emphasized the importance of improved agricultural support, such as access to inputs, maize hammermills and markets. They reported human-wildlife conflicts especially with respect to farming, movement (walking) and water use. They would like to have increased access to employment opportunities and

support for income-generating activities. Concerns were raised concerning nepotism in project benefit distribution and gender discrimination with regards to employment in conservation areas. They also brought up the persistent threat of gender-based violence.

To address the specific concerns and priorities raised by women during community consultations, the project will adopt a gender-responsive engagement strategy grounded in inclusivity, safety, and empowerment. Engagement methods will include dedicated women-only focus groups, community dialogues facilitated by female facilitators, and partnerships with local women's organizations to ensure safe spaces for open dialogue. The project will prioritize transparent communication around benefit distribution, proactively address issues of nepotism and gender-based discrimination, and integrate gender-sensitive grievance mechanisms. Additionally, specific efforts will be made to enhance women's access to livelihood support, agricultural inputs, employment opportunities in conservation areas, and services related to education, water, and health. Gender-based violence prevention and response will be mainstreamed across activities through awareness campaigns and referral linkages with local support systems.

V.4 Stakeholder Consultation in Conflict-Affected Districts within the Quirimbas National Park and Niassa Special Reserve

During the Project Preparation Grant (PPG) phase (Feb–Mar 2025), conducting stakeholder consultations in insurgency-affected districts within the Quirimbas National Park posed significant challenges. These stemmed from ongoing security threats, the partial or complete absence of government institutions (including park management), and widespread destruction of infrastructure, particularly communication systems and private sector assets.

Recent reports indicate that the armed conflict and insurgency have begun to show spillover effects into the Niassa Special Reserve, with isolated security incidents documented in adjacent districts. This development has raised concerns about the potential spread of instability and underscores the need for enhanced risk mitigation and coordination when planning consultations in Niassa.

Despite these challenges, stakeholder engagement and information disclosure remain viable through provincial-level platforms, where key stakeholders, such as Fundação Aga Khan, Helvetas, and various civil society organizations, are present and active. These organizations can serve as intermediaries to relay information, collect feedback, and ensure representation of affected and displaced populations in the consultation process.

In both landscapes, internally displaced persons (IDPs) residing in more stable areas such as Pemba and districts surrounding Lichinga are considered critical stakeholders. Their perspectives are essential to understanding the socio-environmental dynamics of the regions and must be integrated into planning and decision-making frameworks for both the Quirimbas and Niassa landscapes.

Direct consultations in high-risk districts, including Quissanga and Macomia in Quirimbas, or any affected zones within Niassa, can only be conducted upon formal clearance from the Government of Mozambique (GoM). This requires a completed security risk assessment and an approved Security Management Plan, ensuring that all engagements prioritize staff and community safety and comply with national and international protocols for operations in conflict-sensitive areas.

V.5 Engagement Materials

Effective stakeholder engagement relies heavily on the availability and use of clear, accessible, and culturally appropriate engagement materials. Under the TRANSFORM Project, a variety of materials will be developed and distributed to facilitate communication, raise awareness, and support informed participation among stakeholders. These materials include brochures, posters, fact sheets, summaries of project objectives and activities, community grant guidelines, and grievance mechanism procedures. They will be translated into relevant local languages and

adapted to suit different literacy levels and cultural contexts to ensure that information is understandable and relatable to all target groups, including women, youth, and vulnerable populations.

Engagement materials will be used throughout the life of the project to support consultations, workshops, and community meetings. They will also be disseminated through trusted local channels such as community radio, bulletin boards at local government offices, and through community-based organizations and facilitators. Visual aids, such as infographics and illustrated guides, will be used where appropriate to enhance comprehension.

V.5 Data collection and analysis

Data collection and analysis play a central role in the stakeholder engagement process of the TRANSFORM Project, ensuring that community voices, priorities, and concerns are systematically captured and integrated into project planning and implementation. Throughout the project lifecycle, both qualitative and quantitative data will be collected using a range of participatory methods, including household surveys, community mapping, focus group discussions, key informant interviews, stakeholder workshops, and direct observations during field visits. These tools will be tailored to the local context and adapted to engage specific groups such as women, youth, and other vulnerable populations.

Collected data will be regularly analyzed to identify emerging trends, challenges, and opportunities for adaptive management. The analysis will support evidence-based decision-making, allowing the project team to refine activities, adjust engagement strategies, and ensure that interventions remain relevant and responsive to community needs. Findings from consultations and other engagement activities will be documented in meeting minutes, feedback reports, and stakeholder engagement monitoring tools. A shared stakeholder database will also be maintained and updated throughout the project to track interactions, commitments, and follow-up actions.

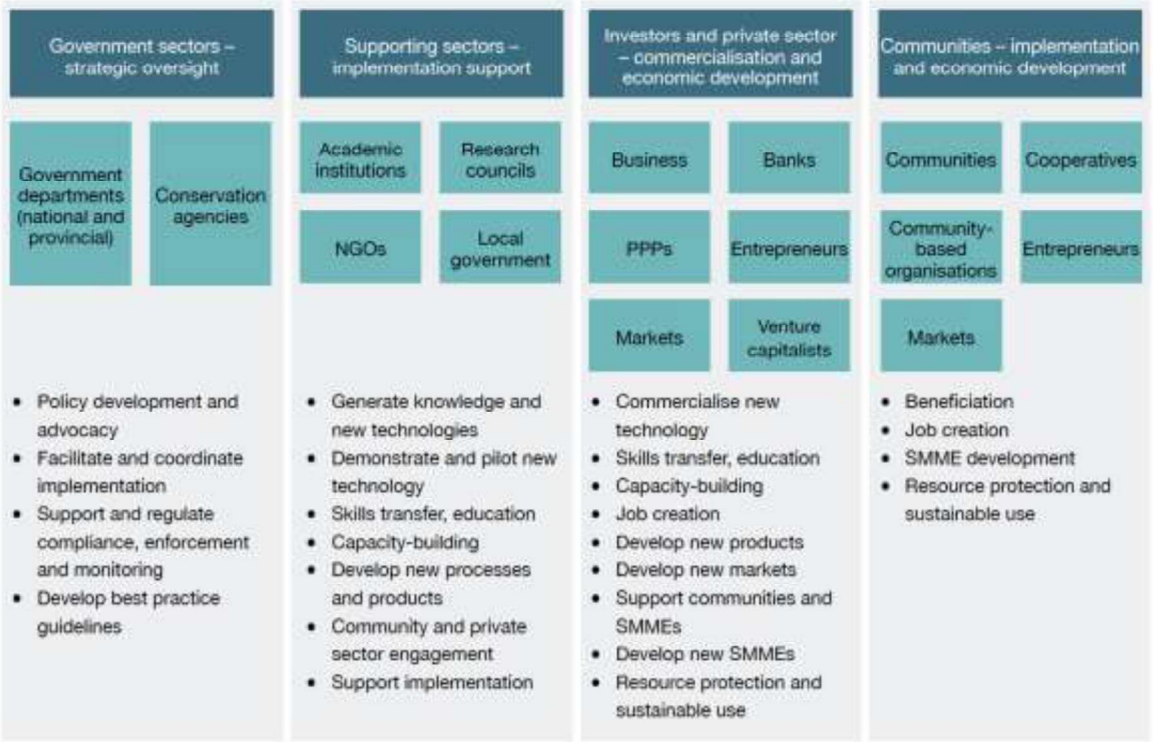
6. PRIVATE SECTOR ENGAGEMENT

Introduction

Mozambique already has a well-established wildlife economy, including ecotourism, hunting, wildlife ranching, forestry products, aquaculture, and fishing. There are, however, potential areas for growth in terms of diversifying products and services related to these and establishing more robust and extensive value chains and local and national multipliers, as well as growing new activities such as film and photography. The private sector can play an important role in unlocking and growing these areas through providing, amongst other things, capital, technical capacity and capacity building. According to SADC (2023), in Mozambique, the fauna sub-sector of the wildlife economy contributes approximately USD 1.29 million and the flora sub-sector approx. USD 38.9 million, with potential areas for growth in both sub-sectors.

Figure 14 shows the number of different stakeholders who are involved in the various stages of unlocking and growing a wildlife economy, according to classification of the South African National Biodiversity Economy Strategy (DFFE), 2016.This Plan focuses on the engagement of the private sector in the TRANSFORM project. The main role of the private sector in the wildlife economy is in terms of commercialization, economic development and capacity building.

Figure 14. Stakeholders involved in the stages of unlocking and growing a wildlife-based economy.



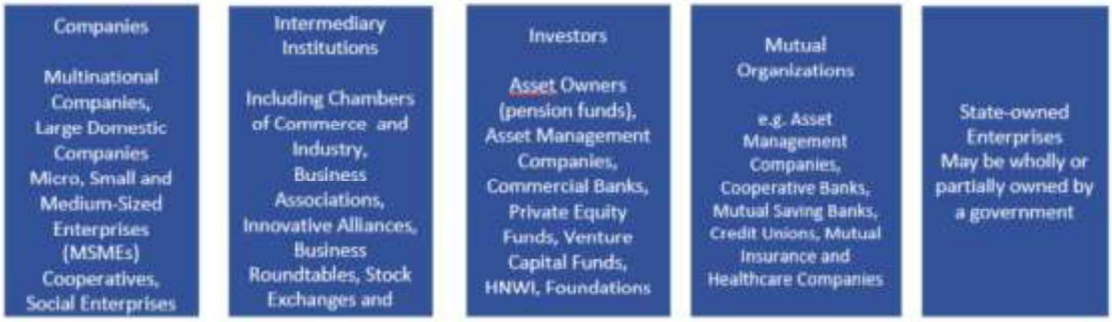
Private sector profile

UNDP define the private sector like a basic organizing principle of economic activity in a market-based economy where private ownership is an important factor, where markets and competition drive production, and private initiative and risk-taking set activities in motion. The private sector includes a wide range of market actors that may operate either in the informal or formal economy (UNDP, 2018) (Figure 15).

Over time, Mozambique's history and geography have resulted in the **private sector excessively focusing on the south of the country**, while more than half of the country's population lives in the four northern provinces (World Bank, 2021).

The South has received 79% of all investments made in the five years prior to 2023, equivalent to four out of every five dollars invested (UNWTO, 2023). Within this region, Maputo City alone has received 23% of total approved investment, equivalent to more than one out of every five dollars invested (UNWTO, 2023). Mozambique's private sector comprises mostly informal, small-scale/micro enterprises (World Bank, 2021), with the 2018 Enterprise Survey showing that unfair competition from informal enterprises is among the top three most commonly mentioned obstacles faced by firms in the formal sector (World Bank, 2021).

Figure 15. UNDP´s Definition of Private Sector



The regulation defining the framework for investment policy in the country has remained largely unchanged even though the institutional framework and market conditions have not (World Bank, 2021). The legislation that anchors this framework is Law 3/93 from 1993, referred to as the Investment Law. The Law defines and covers both domestic and foreign investors. It is under this legislation that the guarantees for all investors are implemented (World Bank, 2021). Given the need to promote the continuous improvement of the investment and business environment in the country, and considering the profound changes that have occurred since the approval of Law No. 3/93, of 24 June, its adaptation to the current context and dynamics of the national, regional and world economy, under the provisions of paragraph 1 of article 178 of the Constitution of the Republic, it was updated in 2023.

Overall, the private sector is critical in terms of unlocking and growing the wildlife economy in Mozambique. They have an important role to play in terms of economic development, especially in terms of job creation, capital flows, infrastructure development, provision of goods and services and capacity building. Their role in the project from the start is essential in ensuring long-term sustainability.

Initial consultation with the private sector

As part of the PPG, various private sector enterprises, as well as organizations engaging with the private sector, were consulted which helped understand the role of the private sector in transforming wildlife conservation and livelihoods at the landscape level in the project sites. Some of those consulted included: Nyati Safaris; AMOS; MWA; South Pole; Carbon Sink; BIOFUND; MOZBIO and others (for the full list see private sector participants in the Workshop Attendance List and Stakeholder Database). The main areas of interest expressed by the private sector stakeholders were in terms of greater investment in hunting and ecotourism operations, aquaculture and elements of growing forest product value chains, e.g. for coffee and honey. They did, however, express that this relies on an improvement in the overall business enabling environment and the related regulatory framework to support business operations in the country.

This Plan includes the feedback received through the consultations as well as based on an extensive literature review related to engaging the private sector in Mozambique.

Objectives of the Private Sector Engagement Plan

The objectives of the Private Sector Engagement Plan are

- To identify the key private sector groups and their roles.
- To develop the procedure for effective engagements with the private sector throughout the Project's life cycle.
- To identify the main challenges and risks for the private sector, and how to mitigate these, as well as the opportunities for the private sector to engage

Overall, the Private Sector Engagement Plan aims to promote and provide ways to effectively, inclusively, accessibly, and meaningfully engage with different private sector groups and categories throughout the project lifecycle on

issues that could potentially affect them or which could have an influence during the implementation of the various activities under the different project components.

National policies and laws on businesses and investment promotion

In Mozambique**, the Investment Promotion Centre (CPI)** is responsible for managing the application and approval of investment projects' fiscal incentives and benefits, and depending on the project value, it may also have authorization powers (see the Mozambique Investment Procedure Guide).

This Investment Procedure Guide is intended to help foreign potential investors, interested in investing in Mozambique, to understand the basic procedures required for starting up businesses; obtaining permits, authorisation and licenses, registering with government authorities; and, investors' obligations.

Relevant legislation: The Investment Procedure Guide is prepared with reference to the following documents, all of which influence businesses and investment promotion.

- "Investment Procedures" by Investment Promotion Centre (CPI/Centro de Promoção de Investimento)
- Law on Investment (Decree No. 3/1993) (see the introduction for more on this)
- Regulation of the Investment Law (Decree No. 43/2009)
- Code of Fiscal Benefit (Decree No. 4/2009) n "Laws and Regulations Related to Foreign Direct Investment in Mozambique", August 2017, APIEX
- "Report on the Hiring of Foreigners in Mozambique" February 2019 APIEX
- Commercial Code (Decree No 1/2018)
- Regulation related to Foreigners, Entry, Residency and Departure (Decree No 3/2017)

Categorisation of the private sector in the TRANSFORM project

For effective and tailored engagement, the private sector groups or individuals for the TRANSFORM project can be categorised as follows:

1. **Co-financers:** that may contribute through grants or innovative financial mechanisms to support investments under the project.
2. **Private sector groups involved in project implementation (developers or entrepreneurs**): those that may be directly involved in the implementation of the project, especially those to be recruited through a bidding exercise.
3. **Business investors**: who may invest in business enterprises in the project locations.

Co-financers

Some private sector groups can contribute through grants or innovative financial mechanisms, such as green or sustainability bonds, especially by mobilizing investments to support activities that will facilitate the unlocking and growing of the wildlife economy. Impact investing, micro-credit programs and outcome-based bonds are innovative ways to provide finance to entrepreneurs and conservationists in the project sites (for example, BIOFUND Endowment Fund impact investing envelope).

Project implementers or developers

This group of private sector operators encompasses companies that could bid and, if successful, act as developers of wildlife economy products and or services at project sites. This can include, but is not limited to, ecotourism operators, hunting operators, companies involved in biotrade or bioprospecting, and wildlife ranch operators.

Business investors and promoters

This group of private sector operators comprises those who may be engaged in business enterprises in the project communities and surrounding areas, for example those who may be engaged in the production and sale of honey or other forest products and those who may be involved in the tourism and hospitality industry, who set up lodges in the national parks and surrounding areas. Engaging with this group of private sector operators is critical given the need to enhance the income of local people and provide alternative livelihood opportunities to shift local people away from the unsustainable utilization of the national parks in order to facilitate biodiversity conservation. This category of private sector operators may also be developed through the project by providing some incentive mechanism to encourage the community to engage as entrepreneurs or small business owners in small business enterprises, especially to support them to enhance their income and livelihoods. Small- and medium-sized enterprises (SMEs), which fall into this category, play an important role in the different value chains of the wildlife economy. These SMEs can also be linked to co-financers and project implementers or developers in order to provide important start-up capital and further develop value chains and local multipliers.

Partnering with a diverse array of private sector individuals/organizations will be important in terms of unlocking value chains and supporting the establishment of new and/or innovative wildlife economy enterprises, as well as in terms of diversifying and growing existing wildlife economy products and services in the target landscapes. The existing partners in the landscapes (see the Stakeholder Database), as well as new organizations/individuals can support SMMEs in terms of capacity building, as well as start-up capital, through a variety of ways, including but not limited to micro-credit; impact investing; matching grant funding; incubators; accelerators, and blended finance. They can also scale or start new activities which create employment and further value chain opportunities.

Stages to engage the private sector

Throughout the project planning, development, inception, implementation, monitoring and evaluation phases it is important to engage the private sector, with particular attention paid to engaging women and youth. Box 4 illustrates how they should be engaged in each phase.

Box 4. Steps for consultations with private sector

Planning and development phase	Project inception phase	Project implementation phase
1. Identify private sector groups relevant to the project in terms of the needs, goods and services that they can provide 2. Consult with private sector groups to learn from their experience & seek their support & co-operation 3. Engage with private sector groups in terms of co-financing & to obtain co-financing agreements 4. Engage with private sector groups to ascertain other areas for them to participate, including as business developers and investors	1. Establish partnerships with the private sector (with government, communities, NGOs, etc.) 2. Finalise co-financing commitments 3. Recruit private sector groups that will support implementation as developers 4. Consult and recruit private sector groups to facilitate business development in the communities, as well as to mentor community businesses	1. Provide ongoing capacity building and technical assistance 2. Set up businesses in the project communities 3. Development of project infrastructure, where relevant 4. Monitoring and reporting on the project

Plan to engage private sector players: engagement methods and tools

The project will utilize various engagement methods to encourage, attract and sustain the operations of the private sector to facilitate the achievement of transforming wildlife conservation and livelihoods under the project. For the engagement process to be effective and meaningful, a range of techniques specifically tailored to the identified private sector categories need to be applied. Methods used for engaging with co-financers (e.g. fund request letter, a proposal outlining the goal of the project and budget proposal) may be different from recruiting and liaising with project developers (e.g., expression of interest request, bidding documents, eligibility requirements, project design and feasibility analysis and developers' community engagement strategy document).

It is important that all information which is disseminated to the particular private sector categories, whether project developers, co-financers, or business enterprise promoters, is made widely available, readily accessible, clearly outlined with clear objectives, and reaches all groups of stakeholders. Additionally, the messages must be targeted according to the private sector category, issues and planned objectives, with clear messaging and timelines.

There are three important questions to answer when preparing messaging. These include:

- Who is the message for? What do they already know and what information is most important to convey in this messaging?
- What do you want to achieve with the messaging, in the short- versus the long-term?
- What do you want the recipient of the messaging to do with it?

With all methods/tools for engagement used, it is essential to ensure that there are targeted approaches incorporated to reach and include women and youth.

Table 9 summarizes the engagement methods and techniques that can be applied in engaging different private sector groups. The summary presents a variety of approaches to facilitate the processes of information provision, information feedback, participation, and consultation. For each consultation, an attendance list should be used at the start to record all participants who attend the meeting. Wherever possible, attendees' signatures should be obtained as proof of their participation. Taking records of participation and recording outcomes from the meeting are essential both for the purposes of transparency and the accuracy of capturing public comments. Some ways of recording may be used, including:

- Taking written minutes of the meeting by a specially assigned person or a secretary;
- audio recording;
- photographing; and
- a post-meeting survey to gather feedback.

In order to comply with all Privacy Laws, a video recording, as well as photographs, can only be taken with the permission of participating people. A combination of these methods ensures that the meeting is fully documented, that there are no significant gaps in the records which may result in some of the important comments received from the participants being overlooked and, therefore, ensures greater transparency and accountability.

Table 9. Methods/tools for engagement with different private sector categories

Method / Tool	Description and use	Contents	Dissemination method	Targeted private sector category	Frequency
Open call/ Announcement, for example, Call for Expressions of Interest	Used to invite developers or operators to participate in a bid. For example, to invite ecotourism operators to establish eco-lodges operating on a Build Own and Operate (BOO) Model or through another type of concession agreement	Description of program objective and rationale, eligibility requirements, documentation required and application procedure	Advert in print media, UNDP website, ANAC website	Project developers and operators	As needed especially at the beginning of project implementation
Private Sector Launch event	At the start of the Project invite the main private sector stakeholders in the targeted landscapes to a launch event in Maputo as well as possible smaller events in each of the target landscapes in order to raise awareness about the Project and garner their buy-in and support	Overview of the Project, its importance and engagement and their role in its implementation	Invite through publishing the event in the newspaper, personal invitations and asking the District governments to advertise it as well	All categories of private sector	At the start of the Project and possibly a follow-up mid Project to present what products/services/activities are undergoing, being developed, etc.
Consultative meetings	To facilitate effective interaction between all private sector categories and groups especially potential co-financers	Agenda with discussion items about co-financing, project issues, for example, to provide strategic guidance on aspects of the program involving the private sector	Use of virtual online formats and face-to-face meetings where appropriate, tailored workshops and dialogues	All categories of private sector	As needed during project implementation
Submission of proposals and budgets	Proposal and budgets used to request for co-financing	Proposals containing purpose of funding, details of funding requirements, requests, budgets and use of funds	To be sent by email, or hand delivery	Potential co-financers	During project design, inception and during implementation
Marketing tools e.g. a Partnership Ready brochure or flyer	Used to convey information on the investment opportunities for the private sector in the project sites Streamlines communication related to investment procedures and operational requirements	An inventory of potential investments (such as hotels, resorts, and wildlife economy businesses) and profiles for the most marketable opportunities	To be sent through email, or hand delivery to private sector groups Presented at meetings, workshops Available on the project website, ANAC website, etc.	All categories of private sector, but specifically developers and investors	At the start of the project
Distribution of printed materials: newsletters/ updates	A newsletter or an update circular sent out to project stakeholders including the private sector on a regular basis to maintain awareness of the progress of project development	Important highlights of project achievements, announcements of planned activities, changes, and overall progress	Circulation of the newsletter or update sheet with a specified frequency to private sector groups in the project areas of Influence, as well as to any other stakeholders that expressed their interest in receiving these updates	All categories of private sector	Quarterly through the life cycle of the project

Method / Tool	Description and use	Contents	Dissemination method	Targeted private sector category	Frequency
			Means of distribution – post, emailing, electronic subscription, delivery in person. The mailed material can be accompanied by an enclosed postage-paid comment/feedback form, or QR code to an electronic form, that a reader can fill in a return to the project's specified address		
Printed advertisements in the media	Inserts, announcements, press releases, short articles or feature stories in the printed media – newspapers and magazines	Notification of forthcoming public events or commencement of specific project activities General description of the project and its benefits to the all relevant stakeholders	Placement of paid information in local, regional and national printed media, including those intended for general reader and specialized audience Outdoor advertising on noticeboards, etc.	Business investors/promoters and developers/implementers	At the start of specific activities
Radio, television or social media entries	Short radio programmes, video materials or documentary broadcast on TV or social media	Description of the project, project development update and processes. Advance announcement of forthcoming public events or commencement of specific project activities	Collaboration with media producers/journalists/influencers that operate in the region that can reach local audiences. Documentary campaign at national and state stations on impact and success stories in local communities	All categories of private sector	10-minute weekly updates
Visual presentations	Visually convey project information to private sector groups involved in the project	Description of the project activities, processes, and timeline. Updates on project development	Presentations are widely used as part of the public hearings and other consultation events with various stakeholders Videos and animations	All categories of private sector	As needed
Notice boards	Displays of printed information on notice boards in public places	Advance announcements of the forthcoming public events, commencement of specific project activities, or changes to the scheduled process	Printed announcements and notifications are placed in visible and easily accessible places frequented by the local public, including libraries, village cultural centres, post offices, shop, local administrations	All categories of private sector	Regularly, or as needed
Dedicated telephone line (hotline)(toll free)	Setting up a designated and manned telephone line that can be used by the private sector and the general public to	Any issues that are of interest or concern to the direct	Telephone numbers are specified on the printed materials distributed	All categories of private sector	Available throughout the project cycle

Method / Tool	Description and use	Contents	Dissemination method	Targeted private sector category	Frequency
	obtain information, make enquiries, or provide feedback on the project. Initially, telephone numbers of project's specialized staff can be shared with the public, particularly staff involved in private sector engagement	project beneficiaries and other stakeholders	to project stakeholders and are mentioned during public meetings. Project's designated staff should be assigned to answer and respond to the calls, and to direct callers to specialist experts or to offer a call-back if a question requires detailed consideration		
Internet/digital media	Launch of project website to promote various information and updates on the overall project, impact assessment and impact management process, procurement, employment opportunities, as well as related to project engagement activities with the private sector. The website should have a built-in feature that allows viewers to leave comments or ask questions about the project. Website should be available in English & Portuguese	Information about project operators and shareholders, project development updates, employment and procurement, environmental and social aspects.	A link, as well as a QR code, to the project website should be specified on the printed materials distributed to stakeholders. Other on-line based platforms can also be used, such as web-conferencing, webinar presentations, web-based meetings, Internet surveys/polls etc. Limitation: Not all parties/stakeholders have access to the internet, especially in the remote areas and in communities	All categories of private sector	Available all through the project
Surveys, interviews and questionnaires	The use of interviews and questionnaires to obtain feedback from private sector groups involved in the implementation of the project	Description of the proposed project and related processes Questions targeting their perception of the project, associated impacts and benefits, concerns and suggestions	Soliciting participation in surveys/interviews with private sector groups.	All categories of private sector	Periodically
Focus Group Discussions and Round Table workshops and co-hosted events, e.g. a wildlife economy investment summit similar to the World Bank conference in Maputo on tourism in conservation areas	Used to facilitate discussion on project's specific issues that merit collective examination with the private sector	Project's specific activities and plans, processes that require detailed discussion with affected stakeholders	Announcements of forthcoming meetings are widely circulated to participants in advance Targeted invitations are sent out to relevant stakeholders	All private sector groups	On an as needed basis

Responsibility for implementing the Private Sector Engagement Plan

The project coordinator and the project coordinating unit of the TRANSFORM project will be responsible for implementing the Private Sector Engagement Plan.

Monitoring and reporting

During the course of implementation of the TRANSFORM project, the Private Sector Engagement Plan should be periodically updated and revised as necessary to ensure that the information herein is consistent and is the most recent and that the identified private sector groups and methods of engagement remain appropriate and effective regarding the project context and specific stages of implementation. Any major changes to the project-related activities and schedule should be reflected in the Private Sector Engagement Plan.

Monitoring the private sector engagement process allows for the efficacy of the process to be evaluated. Specifically, by identifying key performance indicators that reflect the objectives of the Private Sector Engagement Plan and the specific actions and timings, it is possible to both monitor and evaluate the process to ensure positive, sustainable outcomes.

A series of key performance indicators for each private sector engagement phases has been developed. Table 10 shows the indicators, and performance against the indicators will show the successful completion of engagement tasks.

Table 10. Key performance indicators by project phase

Project Phase	Key activities	Indicator
Preparatory & planning phase for the TRANSFORM project	Preliminary private sector engagement on project design and anticipated impacts; expression of interest by developers, and proposal and budget to co-financers Notification on multi-media (newspapers, UNDP, ANAC and Ministry websites) Official correspondence	Private engagement reports & records of meetings Number of private sector firms or groups consulted, consultation meetings conducted within a reporting period (e.g. monthly, quarterly, or annually); Number of co-financing discussions and amounts pledged Number of notifications & the mode of communication Number of letters/emails sent Number of developers and investors recruited Number of business discussions held Number of women and youth
Project implementation	Project notices issued Consultation with different private sector categories and groups	Newspaper clippings, updates on the TRANSFORM Project website Number of consultative meetings with private sector groups, including the number of women and youth involved Number of participants at the Private Sector Launch event, including the number of women and youth involved Number of workshops organized with private sector groups Number of co-hosted events with private sector groups, for example, business associations, including the number of women and youth involved Amount received from co-financiers Number of business enterprises started and/or funded in the communities, including the number of women and youth involved Number of trainings conducted
	PSEP implementation Private sector gatherings and meetings	PSEP annual reports and final reports Number of press materials published/broadcasted in the local, regional, and national media;
	Official correspondence	Number of letters/emails sent % of received communications being answered through the website

Project Phase	Key activities	Indicator
	Information disclosure and external communication	% of received communications being answered through the email % of answered calls through the telephone exchange
Project completion	Final survey and consultations	#New private sector wildlife economy activities and enterprises established in the project landscapes, including the number of women and youth involved #Existing private sector wildlife economy activities and enterprises improved/diversified in the project landscapes Amount invested by the private sector in the project landscapes Amount of co-financing received over the project

Private sector involvement in project monitoring and evaluation

The involvement of selected private sector members in the monitoring process will promote transparency and support in addressing stakeholder concerns. Participation in monitoring can also empower the private sector as it enables them to have a role in addressing project-related issues that affect their businesses. This, in turn, strengthens relationships between the project and the private sector groups involved in the project.

Private sector involvement in monitoring of this Project can include the following:

- Participation in finalising indicators for monitoring, determining data collection methods, and data collection and analysis of results. Training can be conducted where needed to build capacities for SMMEs and other private sector stakeholders. Additionally, where relevant, private sector partners can support and build capacity of other SMMEs, etc., operating in their areas
- Timely and accurate provision of data related to Project activities
- Reviews of reports related to private sector engagement in the project over the project timeframe, as well as the closing reports.

Enabling environment for private sector investment

As discussed earlier, the country enacted a new Private Investment Law to stimulate investments by offering tax benefits, access to land, simplified licensing, and protection against expropriation (UNWTO, 2023). The accumulated number of approved investments in Mozambique's tourism sector reached USD 1.1 billion between 2018 and 2022 inclusive (UNWTO, 2023).

The country has developed a series of taxes and incentives for investors, including special regimes for companies operating in Special Economic Zones (SEZ) and Industrial Free-Trade Zones (IFTZ) (UNWTO, 2023). The Economic Acceleration Stimulus Package (Pacote de Medidas de Aceleração Econômica – PAE) PAE stands out with its 20 measures categorised across both fiscal and business environment incentives (UNWTO, 2023). A suite of incentives related to customs and taxes, accompanied by incentive schemes aiming to promote investment in conservation areas are specifically relevant for investments in the wildlife economy (UNWTO, 2023).

Despite these initiatives to support private sector investment, there are numerous regulatory, institutional and governance challenges that limit and / or prohibit greater private sector investment. These are covered in the next section.

Considerations on viability: challenges and risks-

In order to successfully engage the private sector in the project, it is important to be aware of the challenges and risks related to private sector investment in Mozambique and to, as much as possible, mitigate these.

Challenges for the private sector

A number of challenges have been highlighted by the World Bank (2013, 2021), as well as those consulted during the project development phase. These include, amongst others:

- Access to finance (especially for SMMEs) – low availability of credit and limited skills and worker training undermine entrepreneurship and innovation.
- Over-regulation and red tape; bureaucratic procedures are lengthy and expensive which reduces incentives for investors.
- The existing land tenure system and complex land use regulations undermine incentives for domestic and foreign investment in the wildlife economy and related activities, products and services.
- Weak regulation, enforcement, and collective action mechanisms undermine rural economic growth and the sustainable use of natural resources.
- In terms of the project sites and tourism development potential, major infrastructure gaps and poor service quality make many of the country's tourist destinations less accessible than neighbouring countries.
- Widespread poor management, lack of transparency, regulation gaps and limited oversight threaten the sustainability of natural resources.
- Limited capacity and involvement of local communities in natural resource management.
- Challenges around corruption and bureaucracy, which are constraining businesses, economic growth, and real, democratic governance
- Weak connectivity in most rural areas due to poor or lacking infrastructure is worsened by uneven allocation of public investment.
- A lack of coherent information on investment conditions is a critical barrier to promoting and facilitating investment, including a lack of clarity in terms of the Investment Law and confusion over the role of different agencies responsible for attracting, negotiating with, and managing investors.
- Remaining gaps in the legal framework for private concessions in conservation areas hinder investment, even when there is strong investor interest.
- High costs of operations (doing business in Mozambique) and finance further deter investment.
- High building and operational costs in remote locations in Mozambique: Most conservation areas are located in remote areas with little available inputs both for construction and operations. This means that transport costs will be high as well as operations costs.
- Roles and responsibilities for investment promotion in conservation areas: There is some lack of clarity between the roles of various institutes, e.g. investment promotion sits under INATUR and CPI as well as directly in the Ministry. It is unclear which entity will take the lead for promoting investment in conservation areas.
- No concessioning unit: Mozambique lacks a Concession Unit within ANAC and the limited experience so far gained has not been properly 'captured' (turnover of staff, lack of knowledge and management systems, etc).

Financial management and sustainability of conservation areas: Currently conservation areas generate very limited revenue and existing revenues are not directly channelled to the conservation areas as some revenue goes back to the state budget. There is also a lack of clarity related to the 20% of all conservation areas revenues which should be channelled to local communities. A thorough review of income to conservation areas and its distribution for the conservation area management, communities and different levels of Government is needed.

- **Lack of conservation areas management plans that further 'frame' the investments:** Few conservation areas have proper management plans that make provision for areas designated for tourism or other business development, required/allowed number of beds, number of investment sites, airstrips, roads, etc. For those that do have plans, implementation is often challenged and/or not adhered to.

- C**onflict and insecurity** in parts of northern Mozambique continue to inhibit private sector investment and reduce incentives for engagement, particularly in conservation-related enterprises. Within the Niassa Special Reserve, the spillover of armed conflict has already disrupted operations and displaced several wildlife hunting businesses operating in designated hunting blocks. These security challenges not only undermine investor confidence but also jeopardize long-term partnerships essential for the sustainability of the wildlife economy and community-based conservation models in the region.

Mitigation of the challenges and risks

Some recommendations, taken from the World Bank (2021) and added to by stakeholders engaged in discussions on the Plan, in order to mitigate the challenges and risks include:

- Where possible, there is a need to simplify and digitalize administrative processes to minimize interactions with officials which would have the potential of lowering corruption and raising business performance.
- Overall, an enabling regulatory framework, including a clear concession policy and wildlife economy strategy, with enabling legislation, encouraging private sector investment is needed.
- A need to boost connectivity and reduce transport costs is crucial for growing private sector investment.
- Invest in training SMMEs and individual entrepreneurs to help businesses grow to scale and increase productivity and innovation.
- Strengthen surveillance/enforcement capacity of conservation-related institutions to promote sustainable resource utilization and protect biodiversity – the asset base of the wildlife economy.
- Strengthen the land-use planning framework and improve security of land tenure to increase the sustainable management of natural resources and remove incentives for natural resource degradation.
- Improve the investment policy framework for natural resource investments to make resource use more sustainable.
- Develop enabling infrastructure, improve transportation networks and logistical capacity with an emphasis on linking rural and urban areas which could improve market access for agriculture, forestry and aquaculture products and promote greater regional and international trade.
- Increase access to finance and reduce barriers to the growth of household enterprises and formal sector employment. Reducing borrowing costs, supporting the development of a rural banking network, fostering financial linkages between rural and urban areas, and promoting lending to SMMEs could expand employment and value chain opportunities and increase competition in domestic markets.
- Improving transparency in the use of public resources, including public contract awards, and concession fee community fee payments, through clear guidelines and benefit-sharing schemes.

Capacity needed to support the private sector

In order for government to support the private sector, it is important that there are capacity building efforts in, amongst others, the areas below:

Data collection, analysis and reporting for informed data-driven decision-making. This is important for example in setting trophy hunting quotas.

- **Investment promotion:** Capacity is needed to conduct feasibility studies and commercially package and promote investment opportunities in the project sites
- **Marketing and promotion**: Capacity is needed to effectively promote the country's assets to potential investors, as well as to counteract negative events and media coverage.
- **Technical capacity related to concession management:** in order to effectively and efficiently work with, and sustainably manage, private sector concession partnerships and other aspects of the wildlife economy in the country.

Recommendations to further promote private sector investment

Further recommendations from the World Bank (2013, 2021) and consulted stakeholders to promote private sector investment in Mozambique, include:

Modernize the Investment Law, and other related legislation, and align it with international investment policy commitments.

The development of guidelines for attracting private sector investment in conservation areas, including special economic zones for development and natural resource investment for the private sector, which could trigger tax incentives for the private sector.

Introduce mechanisms that help investors navigate regulations and procedures, streamline the business environment, and address grievances, including creating a functioning one-stop shop, which offers online portals, and helps to reduce corruption, eliminate the need for physical presence, and cut cost and time (see for example the Rwanda Development Board).

Systematically publish laws and regulations online, at least those governing investment and concessions in conservation areas.

Private sector engagements should include Gender Action Plans and/or policies as a requirement in the concession agreements. These would include gender requirements in terms of the supply chain, employment, capacity building, engagement, etc. Similarly, IPLC requirements should be incorporated.

Build investment promotion capacity to (a) identify and conduct feasibility studies on potential investment opportunities, (b) package and promote opportunities, (c) evaluate proposals and negotiate contracts, and (d) manage and monitor contracts.

Develop an effective concession model and quota system, including filling empty concessions and having clear policy guidelines, procedures and processes to allocate, manage and report on concessions, concession community fees, and quotas on an annual basis.

7. TIMETABLE AND BUDGET

Budgeted Stakeholder engagement plan

Timetable and Budget: As per chronogram further down.

Responsibilities: PMU, except for evaluations, which are conducted by UNDP.

Resources: Refer to Notes and cross-refer to Total Workplan and Budget (TWPB) in PRODOC.

ACTIVITY/TIMELINE	YEAR 1				YEAR 2				YEAR 4				YEAR 5				Budget
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	NOTES
Baseline consultations to inform stakeholders and get their initial inputs/ongoing consultation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	[a]
Inception workshop and stakeholder engagement plan validation	X																[b]
Communication strategy; m and e framework and tools; etc. – Development in Q1 and Q2; implementation through the project's duration	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	[c]
Grievance redress mechanism implementation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	[c]
Sensitization/Knowledge building			X	X	X	X	X	X	X	X							[d]
Gender-responsive screening of Government Policies influenced by the project	X	X															[d]
Work Session/Capacity Building on Gender Mainstreaming	X	X	X				X					X					[d]
Expert Consultation/Lesson learning		X	X							X	X						[d]
Capacity building for business development/Development of business plans			X	X	X												[f]
COMMITTEE MEETINGS/SESSIONS (QUARTERLY)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Monitoring			X	X	X			X	X			X		X	X	X	
Evaluation							X	X							X	X	[g]
Accountability	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Learning Meetings	X				X				X				X				

	NOTES relating to budget
[a]	Refer to budget amounts and notes linked to the ESMF.
[b]	Refer to budget amounts and notes for “Project Inception Workshop successfully conducted”
[c]	Refer to budget notes for Component 5.
[d]	Refer to budget amounts and notes linked to the ESMF.
[e]	Refer to budget amounts and notes linked to the ESMF.
[f]	Refer to budget amounts and notes linked to the ESMF.
[g]	Refer to details concerning the budget for Component 4) Monitoring and Evaluation (M&E)

8. RESOURCES AND RESPONSIBILITIES

The implementing agency and the executing partner will be responsible for carrying out all the specific participatory activities for the stakeholders. The project will have a Project Steering Committee, which is the project's strategic political body, responsible for approving strategies and taking the necessary corrective measures to guarantee that the project achieves its desired results. In order to ensure the ultimate accountability of UNDP, Project Steering Committee decisions must be made in accordance with standards that ensure the management of results for development, better value for money, fairness, integrity, transparency and effective international competition.

Those who ensure compliance with the Comprehensive Stakeholder Engagement Plan in the highest instance are the implementing agency, UNDP, and the project's executing partner. Those responsible for the execution of the plan are the Project Manager and the Safeguards and Gender specialist, with the support of the SES professional who are part of the Project Management Unit and who will guarantee the implementation, follow-up and monitoring of the proposed activities.

Here below are summarized the Roles and Responsibilities regarding the Stakeholder Engagement Process:

The **Project Manager**, (in collaboration with the Project Management Unit) will have responsibility for the day-to-day implementation of the project. He/she will ensure that stakeholders are engaged according to plan. He/she will oversee the implementation of project activities and be accountable that stakeholder engagement is inclusive and according to plan. See budget in ProDoc.

The **Project Steering Committee** will provide strategic oversight to the project, providing guidance and assisting in the decision-making process. The project steering committee will ensure that the interests of all stakeholders are considered. See budget in ProDoc.

The **Safeguards and Gender Specialist** will be responsible to ensure local stakeholders are engaged in the project, with particular emphasis on participation of minorities, women, vulnerable groups and peoples, PWDs, and youths. See budget in ProDoc.

9. GRIEVANCE REDRESS MECHANISM

The grievance mechanism describes:

a. The process by which people concerned with or potentially affected by the project can express their grievances for consideration and redress.
b. Who will receive grievances, how and by whom will they be resolved, and how will the response be communicated back to the complainant.

The grievance mechanism ensure reference is made to and stakeholders are informed of the availability of UNDP's Accountability Mechanism as additional avenues of grievance redress.

The Grievance mechanism is based on the following UNDP standards and documents:

c. UNDP SES Supplemental Guidance_Grievance Redress Mechanisms
d. Sample Terms of Reference - Project-level Grievance Redress Mechanism

UNDP's SES recognize that even with strong planning and stakeholder engagement, unanticipated issues can still arise. Therefore, the SES are underpinned by an Accountability Mechanism with two key components:

1. A Social and Environmental Compliance Review Unit (SECU) to respond to claims that UNDP is not in compliance with applicable environmental and social policies; and

2. A Stakeholder Response Mechanism (SRM) that ensures individuals, peoples, and communities affected by projects have access to appropriate grievance resolution procedures for hearing and addressing project-related complaints and disputes.

UNDP's Accountability Mechanism is available to all of UNDP's project stakeholders.

The Social and Environmental Compliance Unit (SECU) investigates concerns about non-compliance with UNDP's Social and Environmental Standards and Screening Procedure raised by project-affected stakeholders and recommends measures to address findings of non-compliance.

The Stakeholder Response Mechanism helps project-affected stakeholders, UNDP's partners (governments, NGOs, businesses) and others jointly address grievances or disputes related to the social and/or environmental impacts of UNDP-supported projects. Further information, including how to submit a request to SECU or SRM, is found on the UNDP website at: http://www.undp.org/content/undp/en/home/operations/accountability/secu-srm/

The project will establish a Project Level Grievance Redress Mechanism (GRM) within the first six months of the project, in order to receive and facilitate resolution of any complaints and grievances. The GRM will be established at the three project sites and at the national level to address grievances that are escalated to higher levels. Information about the GRM will be widely disseminated, and a system for tracking complaints will be established. Interested stakeholders may raise a grievance at any time to the Project Management Unit, UNDP or the GEF. During project implementation, interested stakeholders may raise a grievance at any time to the Project Management Unit (PMU), to the Executing Agency or to the GEF Implementing Agency (UNDP).

Due diligence efforts will be made by the local project representatives to first resolve grievances locally, in a manner sensitive to local social and cultural norms. If the local process does not result in resolution of a grievance, the case will be upgraded to the PMU, with the process managed by the Project Manager providing guidance and signing off on written responses to grievances. The UNDP Country Office, as the GEF Implementing Agency, will be the next reference for resolving grievances if the case is not resolved at the local level or by the Executing Agency. The Resident Representative will identify a member of the Country Office management team to oversee and manage the grievance through the UNDP Stakeholder Response Mechanism (SRM). The SRM ensures individuals, peoples, and communities affected by projects have access to appropriate grievance resolution procedures for hearing and addressing project-related complaints and disputes.

The GRM will be designed to accommodate both formal and informal complaints related to project activities, including issues concerning social or environmental impacts, benefit-sharing, land use, or exclusion from project participation. Special provisions will be made to ensure the mechanism is inclusive and sensitive to the needs of vulnerable groups, such as women, youth, persons with disabilities, and marginalized communities.

Key features of the GRM will include:

- **Multiple entry points** for grievance submission (in-person, written, verbal, or digital platforms).
- **Anonymous submissions** allowed to encourage reporting without fear of retaliation.
- **Clear procedures and timelines** for acknowledgment, assessment, resolution, and feedback.
- **Local-level resolution committees** to address concerns at the community level with escalation pathways to ANAC and UNDP if unresolved.
- **Monitoring and documentation** of all cases to support learning and adaptive management.

The GRM will be publicized through community meetings, local radio, posters in public spaces, and engagement with community-based organizations. It will also be aligned with UNDP's Social and Environmental Standards and integrated into the broader Stakeholder Engagement Plan to support transparency, accountability, and inclusive project governance.

10. MONITORING AND REPORTING

Monitoring and Evaluation

The implementation of the Comprehensive Stakeholder Engagement Plan will be monitored and evaluated through the project implementation. Stakeholder engagement activities will be added in project reports and the consultations and information activities reports will be supported by minutes of meetings, with a focus on the feedback from project beneficiaries and the other stakeholders. The feedback from vulnerable groups and marginalized groups will be taken into consideration as inputs to adapt the project and the method of work. Monitoring and evaluation of the implementation of the stakeholder engagement plan are part of the project M&E plan as outlined in the ProDoc. The project team will review and update the Comprehensive Stakeholder Engagement Plan once a year, to keep the list updated, the analysis of stakeholders and the activities for stakeholder engagement that can change during the project implementation period. In addition, the project team will ensure to communicate with and inform the stakeholders when some change in project's activities can affect their interests and their participation. The implementation of this SEP will be systematically monitored and reported as part of the project's annual Project Implementation Report, serving as a key element of the overall monitoring and reporting framework.Bibliography

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11. APPENDICES TO THE STAKEHOLDER ENGAGEMENT PLAN

APPENDIX A) Record of stakeholder engagement

A chronological list of stakeholder engagement activities is included in Table 11, which presents the timeline of the meetings/meetings held.

Table 11. From Stakeholder Database: All stakeholders consultation events, chronological, extracted from the stakeholder database

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
			Phase 1 (before the start of the field mission)			
1	14-Jan-25	Meeting UNDP	Technical / coordination MEETING. Kick-off call Mozambique GEF-8 PPG (UNPD). Briefing of the team to initiate the consultancy. Establishing the ways of working and communication, contract execution matters, including deadline management, etc.	UNPD, EBDGLO, Data4Moz	10	6
2	17-Jan-25	Meeting ANAC	Stakeholder Engagement MEETING. Kick-off call Mozambique GEF-8 PPG (ANAC). The meeting was minuted. Topics covered included understanding ANAC's perspective in the project, as well as the ways of working and communication. The dates for the mission and Inception Workshop were set.	ANAC, EBDGLO, Data4Moz, UNPD	12	6
3	29-Jan-25	Meeting UNDP-Foundation Connected Conservation	Stakeholder Engagement MEETING. Digital Readiness Assessment Mozambique Transform project PPG. The meeting was a request by UNDP to probe the possibility of Mozambique becoming a pilot in the initiative by the Foundation, currently conducting assessments across the globe and supporting countries to develop tech solutions for conservation. No decision as made.	UNPD, EBDGLO, Data4Moz, Foundation Connected Conservation	12	6
4	29-Jan-25	Meeting ANAC	Stakeholder Engagement MEETING. ANAC's vision and strategy for the development and conservation of biodiversity in Moçambique; Initiatives underway in the Gorongosa-Marromeu and Rovuma-Lugenda landscapes; Involvement of partners, with emphasis on the private sector, in the G-M and R-L landscapes; Excellent legal and policy framework, focusing on policies and legislation updated in the last 3 years; Degree of implementation of two regional agreements, such as the Joint Poaching Combat Coordination Centers; Challenges, opportunities and sustainability in the implementation of conservation actions in Moçambique.	ANAC, EBDGLO, Data4Moz, UNPD	13	5
5	30-Jan-25	Meeting UNDP, including a UN Security Official based in Pemba	Technical / coordination MEETING. Security planning support. When discussing the planned itinerary for the mission, specific advice was given in terms of avoiding entering the Niassa Reserve by departing from Pemba, as there have been security incidents on the road.	UNDP, UN Security, EBDGLO, Data4Moz	7	3
6	06-Feb-25	Meeting GRP/GNP	Stakeholder Engagement MEETING. Gorongosa-Marromeu Landscape Consultation aiming at discussing: (i) The overall project concept and its alignment with national and regional priorities. (ii) Opportunities for co-financing and partnerships to enhance the project's impact; (iii)	Data4Moz, EBDGLO, GRP/GNP	7	2

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
			Complementarity with other ongoing initiatives to ensure synergy and avoid duplication of efforts.			
7	06-Feb-25	Meeting UNDP	Technical / coordination MEETING. Transform PPG timeline GEF response. UNDP shared the news of the GEF Sec not approving the request for deadline extension. An action plan for delivery was discussed. The meeting is purely operational, rather than technical.	UNDP, EBDGLO, Data4Moz	10	5
8	07-Feb-25	Meeting WCS	Stakeholder Engagement MEETING. Rovuma -Lugenda Landscape Consultation aiming at: Rovuma -Lugenda Landscape Consultation aiming at discussing: (i) The overall project concept and its alignment with national and regional priorities. (ii) Opportunities for co-financing and partnerships to enhance the project's impact; (iii) Complementarity with other ongoing initiatives to ensure synergy and avoid duplication of efforts.	Data4Moz, WCS	3	0
9	10-Feb-25	Meeting FZS	Stakeholder Engagement MEETING. Gorongosa-Marromeu Landscape Consultation aiming at discussing: (i) The overall project concept and its alignment with national and regional priorities. (ii) Opportunities for co-financing and partnerships to enhance the project's impact; (iii) Complementarity with other ongoing initiatives to ensure synergy and avoid duplication of efforts.	Data4Moz, EBDGLO, FZS	4	2
10	20-Feb-25	Meeting WCS	Stakeholder Engagement MEETING. Discussing: (i) The overall project concept and its alignment with national and regional priorities. (ii) Opportunities for co-financing and partnerships to enhance the project's impact; (iii) Complementarity with other ongoing initiatives to ensure synergy and avoid duplication of efforts.	Data4Moz + EDBGLO + WCS + Reserva Especial do Niassa	9	3
			Phase 2 (during the PPG Inception Workshop) (in-person - online)			
11	24-Feb-25	PPG Inception Workshop	Refer to section in this report describing it and to specific report covering the workhop, including detailed participants' list	A broad range of stakeholders. Refer to specific repors and attendance list.	64	25
12	25-Feb-25	Meeting with Association of Safari Operators in Mozambique	Stakeholder Engagement MEETING. This was a bilateral meeting with Mr. Adamo Valy, head of Association of Safari Operators, held at the margins of the PPG Inception Workshop. Important contextual information was shared about the work of the Association, which congregates 32 operators out of the 56 licensed in Mozambique. The topic of community benefits and the mechanisms that apply based on legislation was amply discussed.	Association of Safari Operators in Mozambique, EBDGLO	2	1
			Phase 3 (during the field mission (in-person)			

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
13	24-Feb-25	UNDP	In-person presentation of the consulting team to UNDP. Identification of projects and previous experiences. Identification of priorities, expectations, key stakeholders, and capabilities. Next steps.	EBDGLO, UNPD	7	5
14	25-Feb-25	Workshop Inception PPG	Facilitate a dialogue and participation space among key stakeholders to present and strengthen the design and implementation of the MozTransform project, ensuring its alignment with national conservation and sustainable development strategies. The workshop aims to incorporate stakeholders' contributions to enhance biodiversity management and livelihoods in the Rovuma-Lugenda and Gorongosa-Marromeu landscapes. See separate report D2	Various institutions	66	22
15	27-Feb-25	Meeting Administration PNG	Project presentation, questionnaire application, information gathering, resource and capacity identification. Understanding expectations, potential project contributions, and benefits. Gender approach. Conservation actions and human-animal conflict resolution. Community information gathering, etc.	ANAC, EBDGLO, Data4Moz, UNPD, Administration PNG	17	5
16	28-Feb-25	Meeting Community Facilitators Bebedo	Brief presentation of the project and team, including the work of community facilitators, ways to support and collaborate on the project, and expected benefits. Information gathering. Human-animal conflicts	ANAC, EBDGLO, Data4Moz, UNPD, Administration PNG, Community Facilitators Bebedo	22	4
17	28-Feb-25	Meeting Community Bebedo	Project and team presentation (Components, objectives, results). Data collection. Administration of community questionnaire. Community exchange and discussion.	ANAC, EBDGLO, Data4Moz, UNPD, Administration PNG, Community leaders and community	50	17
18	28-Feb-25	Meeting Community Woman in Bebedo	Administration of gender questionnaires. Community exchange and discussion.Data collection.	EBDGLO, women of the community	17	17

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
19	28-Feb-25	Meeting Community Liders in Bebedo	Administration of community profile questionnaires. Exchange and discussion.Data collection.	EBDGLO, Community leaders	2	1
20	28-Feb-25	Gorongosa District Government Meeting	Project presentation, information gathering, resource and capacity identification. Understanding expectations, potential project contributions, and benefits. Gender approach.	ANAC, EBDGLO, Data4Moz, UNPD, Administration PNG, Gorongosa District Government	20	7
21	01-Mar-25	Visit Colmenas Chidanga Community	Visit to beehives of the Project "Promoting Sustainable Beekeeping in the Chidanga Community" GEF 6	ANAC, EBDGLO, Data4Moz, UNPD, Administration PNG, Leaders and beekeepers of the Chidanga Communit	14	4
22	01-Mar-25	Meeting Community Catemo	Project and team presentation (Components, objectives, results). Data collection. Administration of community questionnaire. Community exchange and discussion.	ANAC, EBDGLO, Data4Moz, UNPD, Administration PNG, Community	50	18
23	01-Mar-25	Meeting Community Woman in Catemo	Administration of gender questionnaires. Community exchange and discussion.Data collection.	EBDGLO, women of the community	11	11

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
24	01-Mar-25	Meeting Community Leaders in Catemo	Administration of community profile questionnaires. Exchange and discussion. Data collection.	EBDGLO, Community leaders	4	1
25	01-Mar-25	Meeting Administration PNG	Final comments and thanks for the visits made (I) PNG agreed to maintain the co-financing amount proposed in the concept note; |(ii) Reinforced the recommendations about infrastructures to support conservation initiatives; (iii) Recommendation from the PNG for the project to prioritize law enforcement and increment of patrolling staff…	ANAC, EBDGLO, Data4Moz, UNPD, Administration PNG	13	5
26	04-Mar-25	Meeting Administration Marromeu National Reserve	Marromeu Landscape Initial Consultation. Project presentation, information gathering, resource and capacity identification. Understanding expectations, potential project contributions, and benefits. Gender approach. Community information gathering, etc.	Data4Moz, Administration MNR	6	2
27	04-Mar-25	Meeting Chief Secretary (Marangira Administrative Post)	Brief presentation of the project and team, including the work of community , ways to support and collaborate on the project, and expected benefits. Information gathering. Human-animal conflicts and hunting stumps	ANAC, EBDGLO, Data4Moz, UNPD,Marangira Administrative Post, Niassa Special Reserve, WCS	10	3
28	05-Mar-25	Meeting Community Cushiranga	Project and team presentation (Components, objectives, results). Data collection. Administration of community questionnaire. Community exchange and discussion.	ANAC, EBDGLO, Data4Moz, UNPD, Niassa Special Reserve, and community	37	16
29	05-Mar-25	Meeting Community Woman in Cushiranga	Administration of gender questionnaires. Community exchange and discussion. Data collection.	EBDGLO, women of the community	16	16

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
30	05-Mar-25	Meeting Community Liders in Cushiranga	Administration of community profile questionnaires. Exchange and discussion. Data collection.	Data4Moz, Community leaders	3	0
31	05-Mar-25	Meeting Community Nensa	Project and team presentation (Components, objectives, results). Data collection. Administration of community questionnaire. Community exchange and discussion.	Data4Moz, Community leaders and community	256	150
32	05-Mar-25	Meeting Community Woman in Nensa	Administration of gender questionnaires. Community exchange and discussion. Data collection.	Data4Moz, women of the community	150	150
33	05-Mar-25	Meeting District Services of Economic Activities (Marromeu)	Project presentation, information gathering, resource and capacity identification. Understanding expectations, potential project contributions, and benefits	Data4Moz, District Services of Economic Activities (Marromeu)	13	3
34	06-Mar-25	Meeting Reserva de Niassa/WCS	Presentation by Dr. Raul Chambote on the Niassa Special Reserve. Information gathering, resource and capacity identification. Understanding expectations, potential proection contributions, and benefits. Gender approach. Conservation actions and human-animal conflict resolution. Community information gathering, etc.(i) Detailed information about the current community work in L4 Block; (ii) Key recommendations: increase number of rangers and equipment; (iii) Co-financing to be discussed at higher level of WCS	ANAC, EBDGLO, Data4Moz, UNPD, Niassa Special Reserve, WCS	10	2
35	06-Mar-25	Meeting Community Macuere	Project and team presentation (Components, objectives, results). Data collection. Administration of community questionnaire. Community exchange and discussion.	Data4Moz, Community	69	14
36	06-Mar-25	Meeting Community Woman in Macuere	Administration of gender questionnaires. Community exchange and discussion. Data collection.	Data4Moz, women of the community	14	14
37	06-Mar-25	Sena Sugar Company Meeting	Project presentation, information gathering, resource and capacity identification. Understanding expectations, potential project contributions, and benefits	Data4Moz, Sena Sugar Company	4	2

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
38	06-Mar-25	Coutada 14 Meeting	Project presentation, information gathering, resource and capacity identification. Understanding expectations, potential project contributions, and benefits	Data4Moz,Coutada 14	3	0
39	06-Mar-25	WWF (Marromeu) Meeting	Project presentation, information gathering, resource and capacity identification. Understanding expectations, potential project contributions, and benefits	Data4Moz,WWF	3	1
40	07-Mar-25	Meeting Community Nova Madeira (Chipange Chetu Communnity Program)	Project and team presentation (Components, objectives, results). Data collection. Administration of community questionnaire. Community exchange and discussion.	ANAC, EBDGLO, Data4Moz, UNPD, and community	15	7
41	07-Mar-25	Meeting Community Nova Madeira (Chipange Chetu Communnity Program)	Administration of gender questionnaires. Community exchange and discussion. Data collection.	EBDGLO, women of the community	7	7
42	07-Mar-25	Meeting Community Nova Madeira (Chipange Chetu Communnity Program)	Administration of community profile questionnaires. Exchange and discussion. Data collection.	Data4Moz, Community leaders	3	0
43	08-Mar-25	Meeting Civil Society (Niassa)	Project presentation, information gathering, resource and capacity identification. Understanding expectations, potential project contributions, and benefits. Gender approach. (i) Lesson learned and barriers for the project implementation; (ii) Recommendations for Project activities	ANAC, EBDGLO, Data4Moz, UNPD, Civil Society	19	3
			Phase 4 (after the mission) (online)			
44	12-Mar-25	Meeting with Hercilia Chipanga and Severino Ngole (Gorongosa National Park)	Discuss the interventions carried out by GNP to promote gender equality, with focus on lessons learnt by GEF 6	EBDGLO, GNP	3	2
45	19-Mar-25	Meeting with Madyo Couto (FNDS MozBIO)	Present the project, discuss the role of the private sector (current and potential) and lessons learned from the MozBio project	Data4Moz, MozBIO	2	1

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
46	20-Mar-25	Meeting with Sean Navareli (BIOFUND)	Present the project, discuss the role of the private sector (current and potential) and lessons learned from the BIOFUND project, as well as co-financing	Data4Moz, EBDGLO, BIOFUND	3	2
47	26-Mar-25	Meeting with Adamo Valy (AMOS)	Discuss the role of the private sector (current and potential) and lessons learned from AMOS's experience, as well as co-financing	Data4Moz, EBDGLO, AMOS	4	3
48	26-Mar-25	Meeting with Mohamed Harun, ANAC	Discuss the role of the private sector (current and potential) and lessons learned from ANAC's business development experience	Data4Moz, ANAC	2	1
49	27-Mar-25	Meeting with ANAC and UNDP	Several important topics were addressed:1) A proposed general management structure for the Moz TRANSFORM project, establishing that a single PRODOC will be signed with one Implementing Partner;2) Implementing Partner: It was proposed that the Ministry of Agriculture, Environment and Fisheries (MAAP) assume this role, formally delegating implementation to the National Agency for Conservation Areas (ANAC);3) Execution support from UNDP: ANAC will request technical support from UNDP, which will be formalized through a letter;4) Delegation of responsibilities: ANAC plans to delegate specific activities to partner entities, following the model used in previous GEF projects;5) Designation of Responsible Parties: Potential non-profit organizations such as GRP, WCS, FZS, and Biofund were identified to assume this role, especially in components related to sustainable livelihoods and green job creation;6) Use of UNDP's Project Cooperation Agreements (PCA): It was agreed that UNDP may sign these agreements with the NGOs on behalf of ANAC, provided there is a formal mandate; and 7) Capacity assessments will be conducted by UNDP.	Data4Moz, EBDGLO, ANAC, UNDP	6	3
50	16-Apr-25	Meeting with UNDP	UNDP CO and consultants meet briefly to discuss pressing matters	PNUD Mozambique, EBDGLO, Data4Moz	3	1
51	16-Apr-25	Meeting with UNDP national and regional	The meeting aimed to address several important aspects related to the implementation arrangements with ANAC, responsibilities, and the procedures for the proposed contracting; the project budget (budget lines by components and outcomes); the update on the status of the documents to be delivered for the partial DEL3 submission on April 25; and other comments and clarifications regarding the SESP documentation.	UNDP Regional and Mozambique, EBDGLO, Data4Moz	10	8
52	17-Apr-25	Meeting with ANAC and UNDP	The topics covered included: a brief explanation of the processes for preparing and submitting documents; the status of document preparation; overall validation of the project strategy; methods and responsibilities for implementing activities and activity packages; terminology agreements; and responses to comments made by ANAC on the DEL3 CEO End document.	Data4Moz, EBDGLO, ANAC, UNDP	9	4

#	Date	Activity	Meeting purpose and objectives clustered fields from the Stakeholder Database	Participating entity / institution	# of participants	# of women among them
53	30-Apr-25	Meeting with UNDP	Presentation of the status of deliverables. Coordination of next steps and how to implement them. Definition of the engagement process for implementation parties (WCS, FZS, GRP, BIOFUND) and validation of proposals.	Data4Moz, EBDGLO, UNDP	7	4
54	09-May-25	Meeting with UNDP	Presentation of the proposed ToR structure to the responsible parties, coordination of the ToR validation process and the budget allocated to each. Review of comments from the Regional UNDP. Update on the status of deliverables.	EBDGLO, UNDP	3	2
55	12-May-25	Meeting with ANAC and UNDP	Discuss the mechanisms for sharing information with the potential implementing partners: discuss the budget allocation and distribution	Data4Moz, EBDGLO, ANAC, UNDP	9	4
56	15-May-25	Meeting with the Project Implementation Partners (Validation 1)	1) Presentation of the documentation and partners' TORs and budget ceilings (by consultants on behalf of ANAC and UNDP). 2) Complementary inputs by UNDP and ANAC 3) Q&A, comments, discussion. 4) Instructions on next steps. 5) Wrap up and agreement on timeline and deadline for the "homework".	Data4Moz, EBDGLO, ANAC, UNDP, FZS, GRP, WSC, BIOFUND	24	11
57	19-May-25	Meeting with FZS to discuss TdR and approach to budgeting	Discussion of the TOR proposal for FZS, including the allocated budget, the activities they will be responsible for, and others as supervisors, as well as their role in the project. Update and validation of proposed activities and outputs. Clarification of questions and suggestions made by FZS. Coordination of upcoming tasks and deliverables by FZS for the delivery of the PRODOC.	EBDGLO and FZS	3	3
58	20-May-25	Meeting with the Project Implementation Partners (Validation 2)	Continued discussion of the TOR proposal for FZS, including the allocated budget, the activities they will be responsible for, and others as supervisors, as well as their role in the project. Update and validation of proposed activities and outputs. Clarification of questions and suggestions made by FZS. Coordination of upcoming tasks and deliverables by FZS for the delivery of the PRODOC.	Data4Moz, EBDGLO, ANAC, UNDP, FZS, GRP and WSC	26	13
59	21-May-25	Meeting with WCS	Discussion and clarification of doubts regarding WCS's Terms of Reference as the responsible party of the project. Negotiation and validation of the allocated budget, roles, and responsibilities.	EBDGLO and WSC	3	2
60	21-May-25	Meeting with GRP	Discussion and clarification of doubts regarding GRP's Terms of Reference as the responsible party within the project. Negotiation and validation of the allocated budget, roles, and responsibilities.	EBDGLO and GRP	8	2
61	21-May-25	Meeting with FZS	Discussion and clarification of doubts regarding FZS's Terms of Reference as the responsible party of the project. Negotiation and validation of the allocated budget, roles, and responsibilities.	EBDGLO and FZS	2	2
62	22-May-25	Meeting with WCS	Additional discussion and clarification of doubts regarding WCS's Terms of Reference as the responsible party within the project. Negotiation and validation of the allocated budget, roles, and responsibilities.	EBDGLO and WSC	4	2
63	22-May-25	Meeting with UNDP	Discuss Procurement and the upcoming submission	UNDP and EBDGLO	6	3

Summary tables (gender-sensitive statistics)

Stakeholders consulted during PPG phases (total count of participants includes duplicates)	Number of meetings / events held	Number of participants in each meeting	Of which, total number of women
1. Initial consultations (prior to the PPG Inception Workshop)	10	87	39
2. PPG Inception mission and workshop	3	84	35
3. Field visits (GML and RLL)	30	860	478
4. PPG mission follow-up and Project Document validation process.	20	138	74
Grand Total	**63**	**1,169**	**626**

Stakeholders consulted during PPG per type of meeting held (total count of participants includes duplicates)	Number of participants in each meeting	Of which, total number of women	% of women
Civil Society	19	3	16%
Community and other local stakeholders, incl. separate meetings with women	718	443	62%
Discussion on the Stakeholders Validation Arrangements	9	4	44%
Government	35	11	31%
Private sector	11	4	36%
Technical/coordination	27	15	56%
Validation Meeting - STEP 1	24	11	46%
Validation Meeting - STEP 2	26	13	50%
Stakeholders Institutional/corporative/organization/foundation	300	122	41%
Grand Total	**1169**	**626**	54%

Unique individual stakeholders consulted during PPG per broad category (duplicates removed from the count)	Participants' count
Institutional /corporate / organizational	**95**
F (33%)	31
M	64
Community members consulted (based on filtered presence sheets; excludes local governments and CSOs at the local level)	**562**
F (42%)	234
M	328
Grand Total – F (40%)	265
Grand Total – M	392
Grand Total	**657**

APPENDIX B) Summary of the PPG Inception Workshop (25-Feb-2025)

The PPG Inception Workshop for the project titled *"Transforming Wildlife Conservation and Livelihoods at the Landscape Scale in Mozambique (TRANSFORM)"* was held on February 25, 2025, at Hotel Indi Village in Maputo. This significant event was part of the Project Preparation Grant (PPG) phase under the Global Environment Facility (GEF)-funded initiative, facilitated by UNDP Mozambique, in collaboration with the National Administration of Conservation Areas (ANAC) and other partners. The objective of the workshop was to present and validate the structure, components, and expected outcomes of the project, and to incorporate stakeholder feedback into its development strategy.

The workshop brought together a total of 64 participants, including nine who joined online. Among these, 25 were women—amounting to 39% of total attendance—marking a notable improvement from the initial invitation phase where only 29% of invitees were female. Participants represented a broad spectrum of stakeholders, including government bodies (both central and provincial), NGOs, civil society organizations, the private sector, academia, national parks and reserves, and development partners. A remarkable presence from the press—eight members from television and print media—ensured widespread public coverage, adding visibility and public interest in the project.

The participation from both the protected areas and from the private sector was noteworthy, and in the latter the strong female representation (Table 8).

Table 12. Some of the institutional stakeholders that participated in the PPG Inception workshop

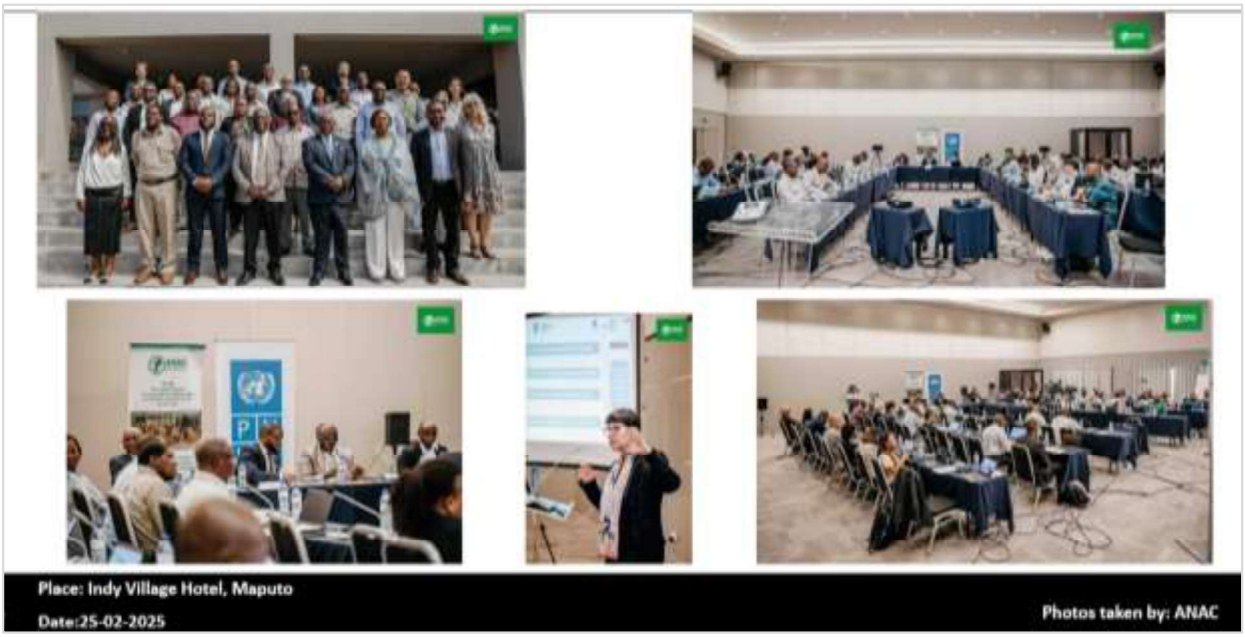
Type	Name	Number of participants	% of female
Government, including provincial, plus parks and reserves*	Reserva Nacional de Marromeu; ANAC; SPA-Sofala; SPA-Niassa; SPA-Zambezia; Gorongosa National Park; MAAP-DNTDT; MAAP-DNSAB; FNDS	22	41%
Civil Society and Foundations	BioFund, IUCN; WCS; Fauna and Flora; Niassa Carnivore Project; Frankfurt Zoological Society; ReGeCom; Biofund	8	25%
Academic Institutions	Universidade Eduardo Mondlane, incl. UEM-FAEF	2	0%
Private Sector	Nyati Safaris; AMOS; Data4Moz; EDB Global Optimum; MWA; South Pole; Carbon Sink	15	57%
Media Outlets	Agência LUSA; Jornal Notícias; FTV; Perfomance Live	8	33%
Development partners	GIZ, UNDP, USAID, MCA/MCC	10	30%
Total		**64**	**39%**

[*] May include staff from GRP and WCS reported under "Parks and Reserves", although these stakeholders are actually CSOs.

Key personalities participated, giving prominence and weight to the event. Mr. Cleophas Torori, Deputy Resident Representative of UNDP Mozambique, opened the session by highlighting the significance of the project for national development and biodiversity conservation. Mr. Pejul Calenga, Director General of ANAC, emphasized the need for integrated efforts and community engagement, pointing out the indispensable role of benefit-sharing with local populations for successful wildlife conservation. Their addresses underscored institutional support and strategic relevance of the MOZ TRANSFORM project.

Following the opening, Mr. José Chongo, UNDP Project Manager, outlined the project's strategic alignment within the GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP). Ms. Fabiana Issler, CEO of EBD Global Optimum and Team Leader for the PPG process, provided a detailed presentation of the project framework. She was followed by Mr. José Monteiro of Data4Moz, who presented spatial data and landscape mapping. These sessions introduced the Theory of Change, logical framework, project components, and gender strategies. Ms. Issler passionately advocated for genuine gender inclusion, challenging the prevalent linguistic practices and encouraging a shift toward more inclusive and representative language.

Figure 16. Some pictures from the PPG Inception Workshop venue



The plenary session enabled active engagement, where participants raised queries regarding budget, project implementation, and local integration. Feedback included suggestions for engaging hunting concessionaires, integrating local socioeconomic development plans, mapping ecosystem corridors, and enhancing buffer zone management.

Subsequently, participants were divided into four diverse groups, each assigned one of the project's four components:

1. **Protected Area Management** – Focused on enhancing conservation networks and wildlife restoration through anti-poaching initiatives, innovative surveillance technologies, and improving landscape connectivity. Recommendations included leveraging existing structures, ensuring coordination across agencies, and conducting capacity needs assessments.

2. **Strengthening Legal and Policy Frameworks** – Aimed at fortifying wildlife protection laws and promoting governance tools. Participants advocated for the updating and dissemination of existing instruments, integrating FPIC (Free, Prior and Informed Consent) practices, and promoting legal frameworks for wildlife economies.

3. **Community-Focused Conservation** – Envisioned socioeconomic upliftment through nature-based enterprises and One Health approaches. Stakeholders emphasized the importance of sustainable livelihoods, veterinary services, and community participation in land use planning.

4. **Knowledge Sharing and Coordination** – Targeted behavioral change and public awareness through learning centers, education campaigns, and advocacy for wildlife-friendly practices. It was emphasized that social support systems, community dialogue mechanisms, and capacity building are essential for long-term change.

Alongside group activities, an individual questionnaire was administered to capture stakeholder perspectives on potential contributions, risk perceptions, and engagement levels. A total of 21 participants responded—70% offering technical or training support, 55% offering human resources, and 27% indicating financial resources (though no firm commitments were made). The majority (64%) expressed strong interest in the project, with many seeing themselves contributing most significantly to community-focused and awareness-raising components.

Risk perceptions revealed moderate to high concern regarding institutional coherence, land use conflicts, and digital governance integration. Stakeholders particularly emphasized challenges such as limited capacity, political uncertainties, and the geographic complexity of target landscapes—especially Niassa Reserve. A notable recommendation was to align conservation activities with local development plans and existing community governance structures.

The workshop concluded with a reaffirmation of the project's importance to biodiversity conservation and sustainable community development. Stakeholders voiced the need for continuous engagement, prioritization of community-based conservation areas, incorporation of gender empowerment methodologies like the Gender Action Learning System (GALS), and clear communication on roles, timelines, and resource allocation.

Moving forward, the next steps involve field missions to the target landscapes—Rovuma-Lugenda and Gorongosa-Marromeu—for deeper consultations and data collection. The insights gathered from the workshop will guide the refinement of the project's PRODOC and GEF CEO Endorsement Request. Continued involvement of stakeholders, especially women, will be prioritized to ensure inclusive, effective, and sustainable outcomes.

In sum, the PPG Inception Workshop was highly successful in fostering collaboration, validating project approaches, and setting a participatory tone for the project's next phases. The event marked a robust start to the MOZ TRANSFORM initiative, embodying a shared commitment to wildlife conservation and improved livelihoods at the landscape scale in Mozambique.

Annex 9: Environmental Social Management Framework (ESMF) and other SES frameworks/plans, if required

See separate file. SESP Link, ESMF Link

Annex 10: Gender Analysis and Gender Action Plan

1.Introduction

Gender equality and the empowerment of women and girls are fundamental principles for sustainable development and effective biodiversity conservation. In Mozambique, women play a key role in natural resource management and in strengthening community resilience to climate change. However, they continue to face multiple structural barriers that limit their equitable access to resources, services, and decision-making spaces. The conservation sector, in particular, remains largely male-dominated, with limited female representation in technical, leadership, and operational roles. This exclusion is also reflected in the restricted participation of women in land-use planning, environmental governance, and climate action processes.

The project *Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)*, developed under the GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP), aims to restore ecological connectivity, strengthen community-based natural resource governance, and promote sustainable livelihoods in priority landscapes such as Gorongosa-Marromeu and Rovuma-Lugenda. To ensure truly sustainable and inclusive results, it is essential to systematically integrate a gender perspective throughout all stages of the project cycle: design, implementation, monitoring, and evaluation.

This Gender Action Plan aims to ensure that the project's interventions actively contribute to reducing gender inequalities, promoting women's leadership, and guaranteeing an equitable distribution of benefits and opportunities. The document is grounded in national and international policy frameworks, including CEDAW, the Beijing Platform for Action, SDG 5, and the gender strategies of UNDP and ANAC. Furthermore, it adopts a transformative approach that seeks not only to address women's practical needs but also to challenge and shift the structures and norms that perpetuate inequality.

The Plan is structured into five sections. The first covers the national and international legal and policy framework on gender; the second presents a gender analysis focused on conservation areas and the project's landscapes; the third outlines the action plan with concrete activities, indicators, and targets for each project output; the fourth describes the implementation mechanisms, including resources, responsible actors, and monitoring and evaluation methods; and the fifth includes annexes with reference documents and practical tools.

Taken together, this Gender Action Plan provides a clear roadmap to ensure that gender equity is not a marginal component, but rather a cross-cutting and indispensable dimension for achieving the objectives of the project TRANSFORM.

1.1 Background and rationale

The TRANSFORM project is being developed within the framework of the GEF-8 Integrated Program on Wildlife Conservation for Development (WCD IP). It aims to address the critical interlinkages between biodiversity conservation, climate resilience, and sustainable livelihoods across priority landscapes in Mozambique. The project *Transforming Wildlife Conservation and Livelihoods at the Landscape Scale in*

Mozambique (TRANSFORM) is particularly focused on restoring ecological connectivity, enhancing conservation governance, and promoting community-based natural resource management in and around the Gorongosa-Marromeu and Niassa-Quirimbas corridors.

Despite significant progress in national policies and strategies promoting gender equality, women and girls in Mozambique—especially in rural and conservation areas—continue to face structural barriers that limit their participation in decision-making, access to resources, and realization of their rights. These inequalities are particularly pronounced in the conservation sector, which remains largely male-dominated. Women's voices and needs are often underrepresented in land use planning, environmental governance, and climate adaptation processes. In addition, gender-based violence and harmful traditional norms further marginalize women's role in resource management and economic development.

In response, the TRANSFORM project embraces a gender-responsive and transformative approach, aligned with the UNDP Gender Equality Strategy 2022–2025, the ANAC Gender Strategy (2023), and international commitments such as the UN SDG 5 on Gender Equality, CEDAW, and the Beijing Platform for Action. The project recognizes that gender equality is not only a matter of rights and justice but also a critical factor for achieving effective, inclusive, and sustainable conservation outcomes.

This Gender Action Plan provides the foundation to ensure that gender is systematically integrated into all stages of the project—design, implementation, monitoring, and evaluation. It includes tailored strategies and activities to enhance women's participation in leadership and operational roles, support gender-sensitive training and awareness, address existing gaps in data and monitoring systems, and reduce gender-based vulnerabilities. Through this plan, the project seeks to close gender gaps in conservation governance and ensure that both women and men equitably benefit from project outcomes. It also contributes directly to the GEF-8 goals of gender mainstreaming and social inclusion across environmental interventions.

1.2 Strategy for gender mainstreaming in the project

The TRANSFORM project adopts a comprehensive, intersectional, and gender-responsive approach to gender mainstreaming, recognizing that gender equality is not only a human rights imperative but also a catalyst for sustainable conservation and inclusive development. The project's strategy aims to ensure that gender considerations are fully integrated across all components, activities, and levels of implementation—from planning and operations to monitoring and evaluation.

This strategy is grounded in national and international frameworks, including Mozambique's national gender policies, the 2023 ANAC Gender Strategy, and the UNDP Gender Equality Strategy 2022–2025. It reflects the understanding that gender norms, male bias, and structural inequalities affect women's and men's access to, participation in, and benefit from conservation and land governance processes, particularly in rural and marginalized communities. To address these disparities, the project outlines both cross-cutting and gender-specific interventions that are aligned with legal mandates and field realities.

The gender mainstreaming strategy of the project is guided by the following principles:

- **Institutional Integration**: Gender equality will be embedded into all project governance and management structures. Gender focal points and gender-sensitive implementation partners will be actively engaged in technical planning, capacity building, and supervision of gender actions.
- **Data and Evidence-Based Planning**: All planning processes will use sex-disaggregated data and gender analysis to identify gaps, risks, and opportunities. This includes the use of gender indicators across outputs, as well as baseline assessments to monitor change over time.
- **Capacity Building and Representation**: Specific efforts will be made to strengthen the capacities of women and men—particularly those from marginalized and rural communities—to participate in conservation, governance, and benefit-sharing processes. This includes gender-sensitive training modules, leadership development, and mentorship initiatives.
- **Equal Access to Benefits and Resources**: Project activities will be designed to ensure that women and men have equitable access to resources, employment, training, land rights, and sustainable livelihood opportunities, especially in and around conservation areas.
- **Prevention of Gender-Based Violence (GBV)**: The project will implement mechanisms for GBV prevention, including awareness-raising, safe reporting channels, and partnerships with institutions and CSOs experienced in protection and response.
- **Participation and Decision-Making**: All stakeholder engagement processes—including community consultations, planning sessions, and co-management structures—will promote equitable participation of women and men. Measures will be taken to reduce cultural, logistical, or time-based barriers to women's engagement.
- **Monitoring and Accountability**: Gender-sensitive monitoring and evaluation will be applied throughout the project lifecycle. All project outputs will be accompanied by specific gender indicators and targets, and progress will be tracked through periodic gender-focused reporting.

Operationally, the project will carry out gender awareness trainings for both communities and conservation area personnel; ensure equal participation in governance structures; integrate gender criteria into technical and operational training (such as the use of surveillance technology and human-wildlife conflict management); promote inclusive land use planning through tailored community consultations that reflect women's aspirations; and support women's leadership in both operational and decision-making roles. These efforts are designed to close gender gaps in the project landscapes and to elevate the role of women in conservation, governance, and community development.

Institutional support mechanisms will include collaboration with ANAC's Gender Focal Point, the Ministry of Labour, Gender and Social Welfare, and local NGOs with expertise in gender and conservation. This will help ensure that all gender-related actions are adapted to the socio-cultural context of each landscape, and implemented in accordance with Mozambique's legal and policy framework on gender equality.

While the project may not achieve full gender transformation in structural terms, it adopts a gender-responsive classification by introducing tangible measures that promote gender equity and empower women. These interventions represent meaningful steps toward more inclusive conservation governance and contribute to gradually transforming traditional norms and power dynamics.

1.3 Methodology

The development of the Gender Action Plan for the TRANSFORM project was based on a participatory, intersectional, and evidence-based methodology. This methodology aimed to ensure that gender

considerations are systematically integrated into all phases of the project—design, implementation, monitoring, and evaluation.

The process began with a comprehensive desk review, including the ANAC Gender Strategy, Mozambique's national gender and conservation policies, UNDP gender equality frameworks, and the TRANSFORM Concept Note. A gender gap and opportunity analysis followed, using available sex-disaggregated data and existing studies on gender in conservation.

Between February and March 2025, extensive field consultations were conducted across two key landscapes: Gorongosa-Marromeu and Rovuma-Lugenda. These included six community consultations, 21 meetings with key stakeholders, and interviews with over 600 individuals—more than 40% of whom were women. Gender-specific focus groups were held in each community to gather women's perceptions, challenges, and priorities, using tailored questionnaires. Special attention was given to the inclusion of youth, persons with disabilities, and the elderly.

Community consultations used a variety of tools: open interviews, focus group discussions, participatory mapping, and observation. The methodology applied an intersectional approach, addressing overlapping barriers such as rural poverty, geographic isolation, illiteracy, and gender-based violence. Data collected were triangulated with institutional stakeholder feedback to identify structural inequalities and design specific gender-responsive measures.

This methodology ensures that the Gender Action Plan is grounded in real experiences and aligned with local realities, institutional mandates, and international commitments. It also contributes to the project's objective of promoting sustainable, equitable, and inclusive conservation and development.

2 Gender Analysis

2.1 Policy and Legal Framework on Gender

Mozambique has a strong legal and regulatory framework that supports gender equality and women's empowerment, both at the international and national levels. Over the past decades, the country has signed and ratified numerous international and regional treaties, conventions, and protocols that promote gender equity as a fundamental human right and a key component of sustainable development. These commitments have been progressively incorporated into national legislation and public policies, reflecting a political will to align domestic legal frameworks with global standards on women's rights.

2.1.1. International legal commitments to gender equality

The country is a party to numerous international agreements that form the foundation of its legal and policy efforts on gender equality. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), ratified in 1993, obliges Mozambique to revise discriminatory legislation and adopt proactive measures to eliminate gender-based discrimination (UN Women, 2023). In addition, Mozambique ratified the Beijing Declaration and Platform for Action in 1995, which promotes strategic interventions across twelve critical areas—such as education, health, and political participation—to improve the status of women (UN Women, 2020).

At the regional level, Mozambique ratified the SADC Declaration on Gender and Development in 1997, followed by the SADC Revised Protocol on Gender and Development in 2008, which reinforces commitments to ensure women's equitable access to resources, leadership, and justice. The country is also party to the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (commonly known as the Maputo Protocol), ratified in 2005, which mandates the elimination of all forms of discrimination and the protection of women's rights in all areas of life, including reproductive

health and economic empowerment (African Union, 2005). Mozambique has also endorsed the Solemn Declaration on Gender Equality in Africa (1994), which sets continental gender equality goals for African Union member states. Additionally, the country ratified the International Convention on the Rights of Persons with Disabilities in 2010, which ensures legal protection and equal treatment for women and girls with disabilities (United Nations, 2010).

In terms of the global development agenda, Mozambique is committed to the 2030 Agenda for Sustainable Development, including Sustainable Development Goal 5, which promotes the elimination of all forms of discrimination and violence against women, as well as their equal participation in public and economic life (UNDP, 2022). Mozambique is also a signatory to the International Labour Organization's Equal Remuneration Convention (Convention No. 100) of 1977, which reinforces the right to equal pay for work of equal value.

2.1.2 National Laws Promoting Gender Equality

Mozambique has made notable strides in strengthening its national legal framework to promote gender equality, protect women's rights, and prevent gender-based discrimination and violence. This progress is rooted in the country's Constitution, which firmly enshrines the principle of equality between women and men, integrating it across political, economic, social, and cultural life (Constitution of the Republic of Mozambique, 2004). This constitutional commitment provides the legal foundation upon which gender equality legislation and policies have been developed.

In the area of marriage and family rights, Mozambique enacted the Family Law in 2004, later revised through Law No. 22/2019, to ensure legal parity between spouses in matters of marriage, divorce, child custody, and the division of marital assets. A key milestone of the revised law was the removal of clauses that previously allowed exceptions for child marriage, establishing 18 as the legal minimum age for marriage, in line with international human rights standards (UNICEF, 2021). This effort is further reinforced by the Law to Prevent and Combat Early Marriage (Law No. 19/2019), which criminalizes early marriages and introduces penalties and protective measures for affected girls and families, aiming to curb the harmful practice and its long-term consequences on girls' education, health, and autonomy (Government of Mozambique, 2019).

In combating violence and gender-based discrimination, Mozambique adopted the Law on Domestic Violence Against Women (Law No. 29/2009), a landmark piece of legislation that clearly defines domestic violence and establishes legal penalties, while also mandating institutional mechanisms to support survivors. The country further reinforced its legal stance through the Revised Penal Code (Law No. 24/2019), which strengthened legal sanctions against sexual harassment, physical and sexual assault, and other gender-based offenses, demonstrating a stronger commitment to enforcement (UN Women Mozambique, 2020). Complementing these efforts is the Regulation on the Operation of Integrated Care Centers for Victims (Law No. 75/2020), which institutionalizes the creation of multisectoral care centers to provide legal, psychological, and medical support to survivors of domestic and gender-based violence.

Regarding inheritance and labor rights, the Revised Law on Succession (Law No. 23/2019) recognizes the equal inheritance rights of surviving spouses, ensuring that women are no longer excluded from succession processes—a significant step in promoting economic security and property rights for widows. In the labor sector, the Labour Act (2007) explicitly guarantees the right to work without discrimination based on sex or sexual orientation and promotes gender equality in employment, including maternity protection and equal pay for equal work (ILO, 2022).

Despite the robustness of the legal framework, enforcement challenges remain, particularly in rural areas where traditional customs can contradict statutory laws. Effective implementation requires continued institutional capacity-building, community-level sensitization, and strengthened coordination among justice, health, and social protection services. Nonetheless, Mozambique's legal commitments represent a progressive step toward aligning national policies with international gender equality standards and building a more inclusive society.

2.1.3 National Policies Promoting Gender Equality

Mozambique has developed a comprehensive national policy framework aimed at promoting gender equality, protecting women's rights, and ensuring equitable access to resources and opportunities across different sectors. These policies reflect a political commitment to addressing gender-based disparities and align closely with international obligations. Although a new government assumed office in 2025, the guiding principles and objectives of these strategies remain relevant for the TRANSFORM project, particularly as they promote equity in governance, education, health, conservation, and community development.

Among the key instruments, the National Strategy to Prevent and Combat Premature Marriages (2016–2019) was critical in laying the groundwork for stronger legal and community action against child marriage. It emphasized public awareness, legal enforcement, and multisectoral coordination to reduce early marriage rates, which disproportionately affect rural girls (Government of Mozambique, 2016). The Gender Policy and Implementation Strategy (2018) offers a broad institutional framework for mainstreaming gender within government structures and policy cycles, calling for cross-sectoral coordination, resource mobilization, and improved data systems (Ministério do Género, Criança e Acção Social, 2018).

The IV National Plan of Action for the Advancement of Women (2018–2024) focuses on increasing women's participation in decision-making, access to economic resources, and protection against violence. The plan prioritizes rural and marginalized women, recognizing structural inequalities that persist in land access, employment, and political representation (UN Women Mozambique, 2020). Similarly, the National Plan to Prevent and Combat Gender-Based Violence (2018–2021) addresses the high incidence of violence against women and girls through prevention, survivor support, and legal mechanisms (UNFPA Mozambique, 2021). In conflict-affected regions, the National Action Plan on Women, Peace, and Security (2018–2022) plays a central role in integrating women into peacebuilding and conflict resolution processes. This is particularly important for provinces like Cabo Delgado and Niassa, which are part of the TRANSFORM intervention areas (Government of Mozambique, 2018).

Sector-specific strategies also contribute to gender mainstreaming. The Health Sector Gender Inclusion Strategy (2018–2023) and Education Sector Gender Strategy (2018–2022) address access barriers and service delivery gaps, promoting equitable outcomes across reproductive health and schooling, respectively (Ministério da Saúde, 2018; MINEDH, 2019). In the public sector, the Gender Strategy for Public Administration (2020–2024) seeks to expand women's leadership and ensure equal representation in civil service institutions. ANAC, as a state institution, is expected to apply this strategy to its internal human resources and operational structures (MAEFP, 2020).

The National Strategic Plan for Professional Technical Education (2018–2024) emphasizes increased female enrollment in technical and vocational fields, especially in traditionally male-dominated sectors like conservation and natural resource management—highly relevant for TRANSFORM (UNESCO-UNEVOC, 2020). Likewise, the National Strategy for Basic Social Security (ENSSB) (2016–2024) targets

vulnerable populations, with particular focus on women in extreme poverty and children, many of whom reside in the TRANSFORM landscapes (Ministério do Género, Criança e Acção Social, 2016).

However, despite this robust policy landscape, significant gender gaps persist. Implementation challenges, including limited funding, weak institutional capacity, lack of coordination, and sociocultural resistance—particularly in rural and traditional contexts—have hindered progress. Women continue to face inequities in land ownership, lower access to education and technical training, underrepresentation in leadership positions, and disproportionate exposure to gender-based violence and poverty (INE, 2022; UNDP, 2023). These ongoing disparities highlight the need not only to strengthen the enforcement and monitoring of existing policies but also to integrate gender-responsive and transformative approaches in project design and delivery.

For TRANSFORM, these policies provide both a foundation and a call to action—to ensure that conservation and development interventions do not reproduce existing inequalities, but instead contribute to advancing gender justice and inclusive governance.

2.1.4 Policies and legal framework promoting gender equality in TRANSFORM landscapes with focus on conservation and climate change

Efforts to integrate gender into conservation and climate governance in Mozambique have become more visible in recent years, particularly through laws and strategies that emphasize women's participation in decision-making, equitable benefit-sharing, and gender-sensitive approaches to climate resilience. These frameworks are directly relevant to the TRANSFORM project, which operates in biodiversity-rich but socially vulnerable landscapes where women often bear the brunt of environmental change.

At the national level, **Law No. 16/2014 on Conservation Areas** explicitly acknowledges the importance of gender equality in the use, management, conservation, and restoration of natural resources. The law mandates gender-inclusive participation in decision-making bodies related to protected areas and encourages community engagement processes that ensure equitable access and benefit-sharing mechanisms for both women and men (Republic of Mozambique, 2014). This legal provision is especially significant in the TRANSFORM landscapes, which include critical conservation zones such as Gorongosa-Marromeu and Rovuma-Lugenda.

In parallel, the **Climate Change and Gender Action Plan (CCGAP), adopted in 2014**, was developed to ensure the integration of gender dimensions into climate adaptation and mitigation strategies across key sectors such as agriculture, water, energy, disaster risk reduction, and environmental protection. The plan emphasizes capacity-building for women, promotion of gender-sensitive technologies, and inclusion of women's voices in climate policy-making processes (Ministério da Terra, Ambiente e Desenvolvimento Rural, 2014). Although implementation has been uneven, the CCGAP provides a foundational framework for projects like TRANSFORM to align their climate resilience efforts with gender-responsive principles.

A notable recent development is the **Gender Strategy adopted by the National Administration of Conservation Areas (ANAC) in 2023**, which provides institutional guidelines for mainstreaming gender within Mozambique's protected area system. This strategy outlines concrete actions to improve gender equity in recruitment, capacity-building, leadership, and benefit-sharing from conservation initiatives. It also promotes the participation of women in patrol and monitoring teams and enhances the integration of gender in the planning and evaluation of conservation activities (ANAC, 2023).

At the landscape level, the **Gorongosa National Park** stands out for its proactive approach to gender equality. The park has developed and implemented a **Gender Strategy** that promotes women's inclusion in conservation activities, community governance, and livelihood programs. Initiatives such as the "Men for Equality" program and the active recruitment of women as rangers ("fiscais") reflect efforts to challenge traditional gender norms and create more inclusive conservation models. The park also supports girls' education through scholarships and reproductive health programs, recognizing the link between education, empowerment, and sustainable environmental management (PNG, 2022).

While Gorongosa serves as a national model, there are emerging practices in other conservation areas within the TRANSFORM target landscapes. For example, the **Niassa Special Reserve**—managed in partnership between ANAC and the Wildlife Conservation Society (WCS)—has included gender awareness in community engagement programs and supports the participation of women in natural resource governance structures at the local level (WCS & ANAC, 2022). In **Coutada 11 and 12**, which fall within the Gorongosa-Marromeu corridor, there are ongoing efforts to promote women's involvement in land use planning and benefit-sharing committees, although these are still developing and require further institutional support.

Despite these advances, significant challenges remain. Cultural norms, limited institutional capacity, and lack of disaggregated data continue to hinder the full implementation of gender-responsive policies in conservation and climate action. Moreover, women in remote areas of Cabo Delgado, Niassa, and Sofala often face barriers to participating in decision-making processes due to security concerns, time burdens, or limited access to information (UNDP, 2023; WWF Mozambique, 2021). For the TRANSFORM project, these legal and policy instruments represent essential entry points for promoting gender equality (Table 13). By aligning project activities with the national Conservation Law, the ANAC Gender Strategy, and the climate-gender nexus outlined in the CCGAP, the project can contribute to more inclusive, effective, and sustainable conservation and climate adaptation outcomes in the landscapes of intervention.

Table 13 Summary Gender-Relevant Policies and Legal Frameworks for TRANSFORM Landscapes

Instrument / Strategy	Year	Main Focus	Application in TRANSFORM Landscapes
Conservation Law (Law No. 16/2014)	2014	Recognizes the role of gender in the management and use of natural resources	Applies to all protected areas and hunting concessions in the project
Climate Change and Gender Action Plan (CCGAP)	2014	Mainstreams gender in climate adaptation and mitigation policies	Relevant in vulnerable areas such as Cabo Delgado and Sofala
Gorongosa National Park Gender Strategy	2019–	Female leadership, education, health, non-traditional roles (e.g., rangers)	Directly applied in the Gorongosa-Marromeu landscape
Niassa Reserve gender-sensitive community programs	2020–actuality	Inclusion of women in local natural resource governance	Relevant for Rovuma-Lugenda (Niassa)
ANAC Gender Strategy	2023	Promotes equity in conservation, leadership, monitoring, and benefit sharing	Key institutional guidance for ANAC and project partners
Emerging gender actions in Coutadas 11 & 12	2023–actuality	Women's participation in land use planning and benefit-sharing committees	In early stages in Marromeu and Cheringoma

2.2 UNDP requirements

The United Nations Development Programme (UNDP) has established clear guidelines to ensure that gender equality and the empowerment of women are effectively integrated into all its programs and projects. These requirements are based on UNDP's institutional commitment to the Sustainable Development Goals, particularly SDG 5, and its internal policies on gender equality and women's empowerment.

According to the **UNDP Gender Equality Strategy (2022–2025)**[25], all projects must demonstrate how they contribute to closing gender gaps in relevant sectors and how they ensure the equitable participation of women and men in decision-making processes, access to resources, and the distribution of benefits. In addition, projects are required to integrate gender analysis from the design phase, include sex-disaggregated indicators, and implement specific measures to address structural inequalities.

The strategy defines three priority areas: the elimination of gender-based violence, including access to justice and social protection; the promotion of women's economic empowerment, with an emphasis on access to resources, technologies, and financial services; and the strengthening of women's leadership and participation in governance systems and decision-making processes, including in environmental and climate-related actions. The strategy also promotes the systematic use of tools such as gender analysis, sex- and age-disaggregated data collection, and gender-responsive budgeting. These measures are mandatory for a project to be considered aligned with UNDP's institutional goals on gender equality. To this end, UNDP has developed strategic areas of action known as Signature Solutions, designed to mainstream gender equality across various development sectors, ensuring that UNDP programs and projects have a significant, sustainable, and measurable impact on the lives of women and girls (

Box ***5***).

For the TRANSFORM project, the most relevant are Signature Solution 3 (Resilience), due to its focus on contexts affected by climate change and conflict; Signature Solution 4 (Environment), given its direct connection to biodiversity conservation and women's participation in natural resource management; and Signature Solution 6 (Gender Equality), which reinforces the project's commitment to structural transformation toward equity. These solutions provide a comprehensive framework to ensure that the project not only includes women, but also promotes their leadership and agency in environmental sustainability and local development.

Box 5. Signature Solutions of the UNDP Gender Equality Strategy 2022–2025

[25] https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.undp.org/sites/g/files/zskgke326/files/2022-09/UNDP_Gender_Equality_Strategy_2022-2025_EN.pdf&ved=2ahUKEwishNnnrsSMAxVpVaQEHQ1pPMoQFnoECBcQAQ&usg=AOvVaw1z5AbqF-khx1eW7voPaQGc

The UNDP Gender Equality Strategy 2022–2025 is structured around six **Signature Solutions** that guide its global efforts to close gender gaps in a systemic and sustainable way:

1. **Governance:** Strengthen gender-responsive institutions and ensure that women and men participate in decision-making at all levels.
2. **Elimination of Gender-Based Violence:** Address violence as a structural barrier to development by ensuring access to justice and protection.
3. **Resilience:** Integrate the gender perspective in preparedness, response, and recovery efforts in the face of humanitarian crises, conflicts, and climate change.
4. **Environment:** Promote women's leadership in biodiversity conservation, climate action, and natural resource management.
5. **Economic Transformation:** Ensure women's access to productive resources, decent work, financial services, and sustainable value chains.
6. **Gender Equality as a Standalone Goal:** Ensure that all programs mainstream gender approaches and

UNDP classifies its gender interventions using the Gender Equality Marker (GEM)[26] system. This framework categorizes projects into four levels based on the extent to which gender equality is integrated into their design and implementation. In addition to enabling monitoring and accountability, the marker helps UNDP identify opportunities for improvement and strengthen gender mainstreaming throughout the project cycle (Table 14).

Table 14. UNDP Gender Equality Marker Categories

Category	Name of Category	Brief Description	Gender Transformation Model in Conservation Areas
GEN0	Gender Insensitive	The project does not consider or integrate gender aspects.	**A gender insensitive conservation program overlooks the unique challenges women face in conservation areas.** It delivers the same training and resources to everyone, disregarding specific issues like social norms, caregiving responsibilities, and access to natural resources, which often disproportionately affect women. This approach maintains existing inequalities, leading to lower participation of women and negligible progress toward equitable opportunities in conservation.
GEN1	Gender Sensitive	The project acknowledges gender inequalities but does not aim to address them directly.	**A gender sensitive conservation program recognizes the challenges women face in these settings but addresses them sporadically.** It might involve initiatives like promoting women's participation in conservation projects or offering specialized training; however, it often neglects broader issues such as equitable access to conservation funds or leadership roles in community-based natural resource management. While these efforts improve women's involvement, the impact is

[26] UNDP (2022). *UNDP Gender Equality Strategy 2022–2025*. United Nations Development Programme. Disponible en: https://www.undp.org/publications/gender-equality-strategy-2022-2025

Category	Name of Category	Brief Description	Gender Transformation Model in Conservation Areas
			limited as the program acknowledges gender issues without fully integrating them into its core structure.
GEN2	Gender Responsive	The project significantly contributes to gender equality by integrating concrete actions.	**A gender responsive conservation program integrates gender considerations thoroughly in its design and implementation. It caters to the diverse needs of both men and women** by providing gender-specific training, mentorship, equitable access to conservation resources, and support for issues like caregiving responsibilities. These comprehensive efforts, supported by accessible resources, aim to diminish inequalities and foster significant progress. The program cultivates an inclusive environment that empowers all participants.
GEN3	Gender Transformative	The project's primary goal is to promote gender equality and women's empowerment.	A **gender transformative** conservation program **goes beyond addressing barriers by aiming to alter societal norms and structural issues that impede women in conservation**. It includes campaigns to shift cultural attitudes towards women's roles in conservation, supports women's leadership in traditionally male-dominated sectors like wildlife management, and collaborates with various stakeholders for broader systemic changes. By promoting cultural and systemic shifts, the program facilitates enduring improvements, benefiting all community members and contributing to sustainable conservation outcomes.

2.3 The situation of women and girls in the country

In 2024, Mozambique recorded an estimated female population of approximately 17 million people, representing just over 51% of the total population (INE, 2024), with a gender ratio of 93.3 men per 100 women, indicating a slight female majority (Statista, 2024). At the national level, women face higher rates of illiteracy and school dropout (particularly after puberty) and have less access to productive resources such as land, finance, and agricultural technologies (INE, 2022; UNDP, 2023). Only 14% of adult women have reached at least secondary education, compared to 19.9% of men, and the lower secondary completion rate is 32.7% for girls and 30.8% for boys (World Bank, 2024). In the labor sphere, although women's participation is high at 77.3%, they are concentrated in subsistence agriculture and informal work (UN Women, 2022).

In the health sector, maternal mortality rates remain high, teenage pregnancy is widespread, and there are barriers to accessing sexual and reproductive health services. The adolescent birth rate stands at 158 births per 1,000 girls aged 15–19 (INE, 2022). Additionally, 52.9% of women aged 20–24 was married or in a union before the age of 18, reflecting the high prevalence of child marriage (UN Women, 2024). Women were twice as likely to have experienced intimate partner violence than men - 21,3% versus 9,9% (Instituto Nacional de Estatistica (INE). 2024. Mulheres e Homens em Moçambique, 2022-2023:73).

With regards to official land titling, most women (39%) and men (36%) hold land title together. Only 3% of women and 4% of men hold individual land titles in their own name (INE. 2024: p. 83). While the Family law protects the surviving widow or widower, traditional inheritance practices continue to limit a women´s rights to property in patrilineal areas of the country. The differences between matrilineal and

patrilineal areas is discussed below. Although great improvements have been made, there are fewer women than men in government decision-making roles, especially at local district level. In 2023 while 45% of ministers were women, at provincial governor level only 30% were women and the same at district level. While women represented 45% in Mozambique´s National Assembly in 2023, only 13% of municipality presidents were women (INE. 2024: p. 82, 83).

Despite these challenges, Mozambique ranks 27th in the Global Gender Gap Index which measures *gender parity* – that is the *the percentage of the gender gap between men and women that has been closed*- with a score of 77.6%, reflecting relative progress compared to other countries, but also highlighting the need to strengthen substantive equality at all levels. It should be noted that Mozambique´s compartative Gender Gap global ranking varies greatly across areas: rank 7 for Health and Survival, 8 for political empowerment, 76 for economic participation and opportunity, and 133 for economic participation and opportunity. (World Economic Forum, 2024; Global Gender Gap Report, 2024).

2.4 Gender and security concerns in the country

Security concerns in the country are deeply intertwined with gender inequalities, particularly in regions affected by armed conflict, climate-related disasters, and increasing pressure on natural resources. Women and girls face specific risks in these contexts, such as sexual and gender-based violence, forced child marriage as a survival strategy, and severe limitations in accessing basic services, including health, education, and justice (UNDP, 2023; UN Women, 2022).

In Cabo Delgado province, the armed conflict that began in 2017 has displaced more than one million people, disproportionately affecting women. Many have lost their livelihoods, been separated from their families, or become sole providers of their households, facing high levels of food insecurity and gender-based violence in displacement camps (UNHCR, 2023). The lack of appropriate mechanisms to report abuse and widespread impunity further aggravates their vulnerability. In rural areas of other provinces such as Niassa and Sofala, the limited presence of the State, combined with traditional patriarchal structures, hinders women's access to legal protection and security services. Additionally, exposure to human-wildlife conflict and competition over land use generates further tensions, especially in communities where women are primarily responsible for agriculture and food security (WCS & ANAC, 2022).

Gender gaps are also evident in women's participation in the defense and security sectors, as well as in decision-making processes related to risk management and emergency response. Although there are efforts to integrate women into community surveillance, conservation, and humanitarian response roles, their representation remains low, and they face institutional, cultural, and logistical barriers to exercising leadership in these spaces (UNDP, 2022).

In this regard, it is crucial that conservation and development interventions such as TRANSFORM incorporate a gender-sensitive security approach—one that recognizes the specific vulnerabilities of women and girls, but also their potential to lead peacebuilding, conflict prevention, and sustainable resource management processes within their communities.

2.5 Gender in conservation areas

The nature conservation sector in Mozambique, as is the case internationally, is predominantly male dominated, particularly in areas such as wildlife protection, field operations, and institutional leadership. Women are significantly underrepresented in these spaces, both in terms of employment and participation in decision-making processes. This gender gap is reflected not only in limited access to job opportunities, but also in the lack of recognition of women's needs, knowledge, and contributions in the

design and implementation of conservation policies (ANAC Gender Strategy, 2023; UNDP, 2022; Seager, 2021).

Traditional roles assigned to women in rural communities—such as collecting water, subsistence farming, and caregiving—are often not recognized as conservation-related activities, despite involving direct management of natural resources. Additionally, many institutional regulations and practices still lack gender-sensitive approaches, perpetuating structural exclusion. Gender-based violence (GBV), including sexual harassment, has also been identified as a real issue within the conservation sector, particularly affecting women rangers, operational staff, and community collaborators (ANAC, 2023; URSA, 2021). GBV is also a contributing factor to illegal wildlife trade (UNODC, 2024).

Nevertheless, recent years have seen progressive change. At the national level, the adoption of the ANAC Gender Strategy in 2023, by the Ministry of Land and Environment (since 2025 Ministry of Agriculture, Environment and Fisheries), represents a significant milestone. This strategy aims to mainstream gender across conservation areas, promote women's participation in patrolling and decision-making, and establish mechanisms to prevent and address gender-based violence in the sector.

At the level of specific conservation areas, notable initiatives include the Gorongosa National Park, which was the first to adopt a Gender Action Plan in 2021. This plan includes clear objectives to increase women's participation in operational roles, provide access to technical training, promote female leadership, and challenge social norms. The Niassa Special Reserve, meanwhile, is currently developing its own gender plan, in coordination with partners such as WCS and ANAC. In the Chipanje Chetu Community Conservation Area in Niassa, women participate in land use planning and forest product value chains, such as honey and cashew. Other conservation areas are gradually integrating gender-responsive actions. For instance, the Bazaruto Archipelago National Park recruits both male and female rangers and employs community women to remove plastic wash-ups from beaches and transform plastic into road-bricks, while in the Maputo National Reserve, women have been engaged in environmental education and alternative livelihoods such as artisanal production and community-based tourism. In the Marromeu Reserve, efforts have begun to include women in monitoring activities and resource governance. Coastal and marine protected areas, like the Ilhas de Primeiras e Segundas, on coast of Nampula Province, have supported the economic empowerment of women shellfish collectors and fishers, offering training in sustainable practices and market access.

In addition to the initiatives previously mentioned, there are other GWP projects and conservation programs implemented in Mozambique that address gender issues in the context of conservation and biodiversity. These were taken into account in the design of this Gender Action Plans. As previously noted, the Gorongosa Restoration Project (GRP), formally launched in 2008 as a partnership between the Government of Mozambique and the Carr Foundation, is one of the key references that, through the implementation of its Gender Strategy, promotes the active participation of women in traditionally male-dominated roles, such as park rangers and conservation technicians. Through initiatives such as the "Men for Equality" program, Girls' Clubs in community schools, and the application of the GALS (Gender Action Learning System) approach, the Program contributes to changing mindsets and fostering shared gender responsibility within communities.

Other relevant initiatives such as the Conservation Areas for Biodiversity and Development – Additional Financing" known as MozBio I and II projects (2015–2022) (GEF-6 and 7), financed by the World Bank, have provided valuable lessons on gender inclusion in protected areas. Through this program, over 60 girls from communities near reserves like Chimanimani and Maputo Special Reserve received scholarships, more than 60 school-based girls' clubs were established with a focus on life skills and environmental education, and awareness activities on reproductive health were developed. At the

programmatic level, since 2021, the GWP itself has launched a range of resources to strengthen gender mainstreaming in GEF projects, including the seminar series "The Win-Win of Gender Integration," methodologies for collecting and reporting sex-disaggregated data, and technical assistance to project teams. These methodological tools are designed to support the achievement of GEF's gender equality goals (Gender Equality Strategy 2021–2026).

Despite this progress, challenges remain. The absence of sex-disaggregated data in human resources and beneficiaries, the low representation of women in leadership positions, and the limited availability of gender-specific budgets continue to hinder structural transformation in the sector. Women—especially those in rural and remote areas—also face barriers such as insecurity, care burdens, and limited educational opportunities, all of which restrict their full participation in conservation programs.

It is therefore essential that initiatives, like the proposed project, include targeted and sustainable actions to promote gender equity in conservation areas, recognizing women not only as beneficiaries but as key actors in biodiversity protection, natural resource governance, and building resilience to climate change. This means moving toward more inclusive, representative, and safe management models, where women can exercise their rights, access resources, and participate on equal terms.

2.6 Challenges, Threats, Strengths and Opportunities

A SWOT analysis of gender equality in Mozambique was carried out to identify overall weaknesses and threats, as well as to pinpoint the main strengths and opportunities that the TRANSFORM program can leverage to strengthen gender equality. The analysis reveals significant weaknesses such as persistent gender inequality despite existing legal frameworks, and economic disparities that see women earning less and having limited access to productive resources. Additional challenges include high rates of gender-based violence and child marriage, coupled with limited agency and decision-making power for women, highlighting the deep-seated societal norms and structural barriers that continue to limit progress. Furthermore, the insufficient implementation and enforcement of gender-focused laws and policies exacerbate these issues.

However, the analysis also highlights substantial strengths and opportunities which the program can use to promote gender equality. Notable strengths include Mozambique's legal and policy framework, which - for the conservation area – include the recently approved ANAC Gender Strategy - and significant political representation of women at national level. There are also opportunities to enhance gender equality through targeted initiatives aimed at increasing women's economic inclusion, such as supporting women-led micro and small businesses and investing in educational programs that empower women economically and socially. By taking advantage of these strengths and opportunities, the TRANSFORM program can contribute to progress towards a more equitable society in Mozambique (***Table 15***).

Table 15. Challenges, Opportunities, Threats and Barriers to gender equity and women's empowerment in Mozambique (General and in the conservation areas).

Scope	Factors	In society in general	Within the conservation areas
WEAKNESSES	**Persistent gender inequality** (Despite legal frameworks, gender inequality persists in practice, limiting women's opportunities and the country's development).	x	x
	Economic disparities (Women earn less than men mostly in subsistence agriculture, have less access to productive resources, have a large share of household responsibilities)	x	
	High Rates of GBV and Child Marriage: (Mozambique has very high rate of chikd marriage. There is a prevalence of gender-based violence and the lack of effective support mechanisms for victims).	x	x
	Limited Agency and Decision-Making Power Women in Mozambique generally have less decision-making power than men in their households. Social gender norms, roles and stereotypes limit women's participation in society.	x	x
	Insufficient implementation and enforcement of laws and politics promoting gender equality: There is weak gender capacity building	X	X
OPPORTUNITIES	**Enhancing Women's Economic Inclusion through Targeted Interventions:** There are opportunities to increase women's economic opportunities and productivity through targetded interventions such as providing training and support for women-led SMEs	x	x
	Investing in Education and Skills Development for Empowerment: Efforts to keep girls in school through measures that reduce costs and improve the quality of education, along with providing vocational and life skills training, can significantly enhance girls' and women's agency and economic prospects.	x	x
	Existing Legal and Policy Framework as a Foundation (Mozambique has a constitutional commitment to gender equality and a relatively strong legal framework in several areas)	x	X
	Strengthening Efforts to Address GBV: There is potential to reduce high rates of GBV through multi-level responses addressing social norms, increasing women's agency through economic empowerment, and ensuring access to survivor support services, including health, social, and legal aid.	X	X
THREATS	**Economic Inequality and Limited Opportunities:** Women face significant economic disparities. Household responsibilities often prevent women from taking better lower-paying or more flexible but less secure jobs. Sectoral segregation in the labour market also leads to lower earnings for women.	x	x
	Weak Implementation and Enforcement of Laws and Policies: Despite a favourable legal framework, many are not implemented due due financial, human resource and social constraints. Laws on employment discrimination and sexual harassment are not always enforced. The limited technical capacity for gender-responsive budget planning also hinders progress.	x	x
	Insufficient Access to Essential Services: Access to health, education and other essential social services is limited, especially in rural areas	x	x
	Increased Vulnerability Due to Shocks and Instability: Climate change, natural disasters, and conflict, particularly in the two landscapes, disproportionately affect women and girls.	x	x
	Increasing Awareness and Sensitization (Increasing the importance of gender equality among the population and political leaders facilitates the implementation of policies and programs that promote gender equity)	x	x

Scope	Factors	In society in general	Within the conservation areas
	Harmful Social and Gender Norms: Social and gender norms constrain women throughout their lives since childhood. The norms contribute to high rates of child marriage and adolescent pregnancy. The norms can lead to the acceptance of GBV) and limit women's decision-making power. The limited understanding of gender and the structuring of gender inequality also impacts the implementation of laws.	X	X
STRENGTHS	**Legal and Policy Framework:** Mozambique's Constitution affirms the principle of gender equality. A number of laws and policies promote gender equality, including recently approved ANAC Gender Strategy	X	X
	Political Representation: Women have achieved significant political representation in government and parliament, ranking high globally.	X	
	Civil Society Engagement: Women's organizations and CSOs have played a key role in advocating for legal reforms and raising awareness on GBV, gender equality.	X	

3 Gender situation in the project area

As part of the TRANSFORM project, three provinces are included: Sofala (central), Cabo Delgado, and Niassa (north), each with distinct social structures and gender dynamics. In Sofala, 23% of women aged 15 to 49 have never attended school, compared to only 1% of men, revealing clear gender discrimination in access to education (Instituto Nacional de Estatística (INE) e ICF. 2024. *Inquérito Demográfico e de Saúde em Moçambique 2022–23*. Maputo, Moçambique e Rockville, Maryland, EUA (INE and ICF, 2024) p. 56, 57) . While all women face time constraints as juggle productive activities with unpaid reproductive work – cooking, cleaning, fetching water- alongside their productive responsibilities as farmers in rural areas, female headed households, about one third of all households, often face greater time constraints. However, women in female headed households may have greater decision-making power (but not always) (based on field consultations and observations and previous fieldwork).

In Cabo Delgado about 35% of working-age women have never attended school, compared to 12% of men (INE and ICF. 2024: p. 56, 57). Armed conflict in the province has increased the number of female-headed households, heightened gender-based violence, and limited women's access to basic services and economic opportunities (UNDP, 2023). In Niassa—also matrilineal—21% of women have never been to school, equal to the percentage of men. Here, 50% of women report decision-making power over their income, but this does not necessarily translate into greater household negotiation power, as men continue to dominate decisions regarding household income (INE and ICF. 2024: pp 357, 358).

The TRANSFORM project focuses on two key landscapes: Gorongosa-Marromeu in central Mozambique and Rovuma-Lugenda in the north. These regions have distinct characteristics that influence gender dynamics and opportunities for women's empowerment encompassing different ethnic groups and cultures, traditional inheritence systems and economic opportunities. This affects gender dynamics and the lives of men and women in the landscapes and also the implementation of then TRANSFORM project. Gorongosa is predominately patrilineal – that is land passes traditionally along the male line, and a woman moves to her husband´s homestead at marriage. The woman leaves her family and becomes part of her husband´s family. Niassa and Cabo Delgado are matrilineal – that is the land passes along the female line and in many cases a husband moves to his wife´s homestead at marriage. He does not become part of his wife´s family. The communities in the Marromeu landscape (Sofala Province) can be considered a transitional area between patrilineal and matrilineal systems. For example, women retain access to land and take care for children following a divorce.

Georgraphic isolation, religion, social and economic opportunities impacts gender dynamics which can vary even within a limited geographic area. Although members of communities in the same geographic area may share similar cultural heritage or religion, the gender dynamics may vary. For example, in most cases (90%) traditional leaders are men across Mozambique, in Cheringoma and Marromeu there are several female traditional leaders. However, in the same districts, women also report that they cannot lead their homestead without the permission of their husband. Therefore there is a need to understand how the local gender dynamics before starting any intervention to ensure equitable benefits for women and men, girls and boys.

Gorongosa National Park has implemented programs to promote gender equality and women's empowerment, such as the "Men for Equality" program, which aims to foster respect, diversity, and inclusion, promote positive masculinities, and increase women's participation in conservation. In the buffer zones, the park promotes Girls´ Clubs in schools, and also GALS (Gender Action Learning system) to promote social gender norm changes to the benefit of girls and boys, women and men. These initiatives aim not only to

conserve biodiversity but also to improve the socioeconomic conditions of local communities, with a particular focus on women (PNG, 2022). In the Marromeu area, part of this landscape, women have limited access to maternal health services and must travel long distances to give birth, increasing the risk of complications. They also face frequent conflicts with wildlife (elephants, buffalo, among others), as they are primarily responsible for agriculture and food security, a condition shared by most of the project intervention sites (field visit observations, March 2025).

In the Rovuma-Lugenda landscape (Niassa and Cabo Delgado provinces), access to resources such as land and water is governed by customary norms. While inheritance is matrilineal, men retain control over key decisions. Women devote much of their time to activities such as water collection, agriculture, and childcare, limiting their participation in community governance spaces (field visit observations, March 2025). This landscape includes the Niassa National Reserve, known for its rich biodiversity and importance for conserving species like elephants, buffalo, and African wild dogs. However, local communities—especially women—face significant challenges in accessing resources and participating in decision-making processes related to natural resource management (WCS-ANAC, 2024).

In both Gorongosa-Marromeu and Rovuma-Lugenda, women play a crucial role in managing natural resources and supporting the local economy. However, sociocultural norms and structural limitations often restrict their full and effective participation in decision-making and equitable access to the benefits of conservation and development initiatives.

3.1 Socio-economic role and status of women in the communities of the project intervention area

In Mozambique, women play a vital role in the daily management of natural resources, food security, and household well-being, particularly in rural areas where access to services and economic opportunities is limited. Although their contribution is essential for the livelihoods of families and communities, these functions are often undervalued and not fully reflected in formal decision-making processes related to conservation or land use (INE, 2022; UNDP, 2023).

In the landscapes prioritized by the TRANSFORM project, such as Gorongosa-Marromeu and Rovuma-Lugenda, women carry out multiple responsibilities that combine productive, reproductive, and community activities. They are the primary actors in subsistence farming, collecting water and firewood, caring for children and the elderly, and often engage in informal trading and small-scale economic activities. These tasks not only represent a heavy workload but also place them in direct contact with natural resources, making them particularly vulnerable to environmental degradation and climate change.

In areas such as Cheringoma, Marromeu, and Niassa, women also participate in traditional land-use practices, the conservation of local seeds, and the maintenance of community gardens. However, their access to land, technology, financing, and technical training remains limited. Although some communities have natural resource management structures, women's participation in these spaces tends to be symbolic or secondary due to patriarchal social norms or a lack of recognition of their knowledge.

Nevertheless, recent years have seen encouraging developments in which women have begun to take on more active roles in conservation and governance. In Gorongosa National Park, for example, women are part of conservation patrols, lead community awareness groups, and engage in ecological restoration programs. In Niassa, women have been included in land-use planning processes and in forest-based livelihood activities.

Despite these advances, significant structural challenges remain, including the burden of unpaid care work, mobility restrictions, functional illiteracy, and exclusion from strategic decision-making spaces. For this reason, it is essential promotes mechanisms to redistribute domestic and community labor, strengthen women’s economic autonomy, and ensure their meaningful participation in environmental governance.

Recognizing the multiple roles women play in the intervention landscapes is not only a matter of social justice, but also a prerequisite for achieving more effective, equitable, and sustainable conservation.

3.2 Meaningful, effective and informed gender-responsive consultations conducted

Community consultations were carried out with women in two landscapes highlighting key concerns and interests. A total of 220 women were consulted in four communities in the Gorongosa-Marromeu Landscape and in two communities the Lugenda – Rovuma Landscape. The women expressed a strong need for improved access to social services, including education and healthcare, alongside better support for their agricultural activities. They also voiced significant issues regarding human-wildlife conflict impacting their safety and livelihoods. Furthermore, the women desired increased employment opportunities and support for diverse income-generating activities. In both landscapes, women raised the issue of discrimination for employment opportunities in the conservation areas. In one district, concerns were raised about nepotism in project funding and the need for mechanisms to address gender-based violence. The consultations also revealed varying levels of agency among women, often linked to economic opportunities and the prevalence of gender-based violence.

In addition, consultations were carried out with community and gender professionals working in the conservation areas and with local civil society organizations (***Table 16***). Their assessments coincided with that of the community women. They emphasized the importance of actively promoting gender norm changes amongst both women and men in addition to supporting economic development in the communities.

Table 16. Community consultations with women

	Gorongosa-Marromeu Landscape				Lugenda-Rovuma Landscape	
	Bebedo, Nhamatanda	Catemo, Cheringoma	Nensa, Marromeu	Macuere, Marromeu	Cuchiringa, Mecula	Nova Madeira, Sanga
Total	66	35	258	47	32	12
Women (all ages)	41%	37%	58%	26%	42%	42%

The women that participated in the community consultations in three districts in the Gorongosa-Marromeu landscape, and two districts in the Niassa-Rovuma landscape expressed the following main concerns and interests (see Table 17 and ***Table 18***):

1. **Access to social services including education and health**:

There is a widespread need for improved access to education, including literacy programs and primary to secondary schooling opportunities. This challenge is commonly reported across the communities, indicating a demand by women for increased access to education. Several communities also expressed a need for better access to health services. The lack of adequate healthcare facilities and services affects women's health and their families' overall well-being. Access to safe water also concerns the women not only because of the time that they spend fetching water but also the risk of encountering animals on the road (elephants) and at water sources (crocodiles).

2. **Access to support to agricultural inputs and services**

The women in all communities are farmers, thus they prioritize increased access to improved agricultural inputs and services such as transport for sale of produce, finance and maize hammermills. The women emphasized the importance of maize hammermills as these save them many hours of milling maize by hand.

3. **Human-Wildlife Conflict**:
Women in several communities reported issues related to human-wildlife conflicts, including dangers posed by crocodiles, and elephants. This highlights the need for effective conflict mitigation strategies so as to ensure community safety and protect livelihoods.

4. **Employment Opportunities**:

There is a strong desire for more and better employment opportunities for women. The women also raised concerns regarding discrimination against women with regards to employment opportunities in conservation areas.

5. **Income-generating activities**:

In addition to access to employment opportunities, the women expressed a desire for support for income generating activities such as handicraft, sewing and small animal husbandry.

The women in Marromeu district also expressed concerns regarding project management, namely:

6. **Nepotism in accessing project funds**
The women noted that they risk not accessing project benefits due to nepotism with regards to allocation of project funds in the communities, and that it is important that the project provide measures against this and ensures the inclusion of women throughout project activities.

7. **Gender based violence.**
Gender based violence in communities and project is a threat to the well-being of women and girls, and the women noted the need for a gender-based violence grievance mechanism,

During the community consultations the women were asked to assess the level of agency amongst women in their communities. Agency is about an individual's abilities, skills, knowledge, and resources that allow an individual to act and make decisions. Women often face severe limitations to their agency due to social norms. Overall women in areas with better economic opportunities (Bebedo in Nhamatanda District, and Nova Madeira in Sanga District) expressed higher levels of agency than women in communities such as the isolated Catemo community in Cheringoma District. Women in the latter communities had to ask permission of their husbands when leaving the homestead. The women of Nensa Community in Marromeu, who estimated that the women in their community had a low level of agency, mentioning that women in the community face gender-based violence (Table 17 and Table 18).

Table 17. Main challenges identified by the women. Community consultations of women´s groups

COMMUNITY	*Bebedo*	*Catemo*	*Nensa*	*Macuere*	*Cuchirenga*	*ova Madeira*
District	**Nhamatanda**	**Cheringoma**	**Marromeu**	**Marromeu**	**Mecula**	**Sanga**
Province	**Sofala**	**Sofala**	**Sofala**	**Sofala**	**Niassa**	**Niassa**
MAIN CHALLENGES IDENTIFIED BY THE WOMEN						
Limited access to/lack of:						
Education (literacy, primary and secondary school education)		X	X	X	X	X
Health services		X			X	X
Safe drinking water		X			X	
Maize hammermill		X			X	X
Transport for sale of produce			X	X		
Employment for women			X		X	
Civil identification documents			X			
Finance - especially in comparison to men			X			
Inputs for agricultural production			X			
Business opportunities for women				X		

COMMUNITY	Bebedo	Catemo	Nensa	Macuere	Cuchirenga	ova Madeira
District	**Nhamatanda**	**Cheringoma**	**Marromeu**	**Marromeu**	**Mecula**	**Sanga**
Province	**Sofala**	**Sofala**	**Sofala**	**Sofala**	**Niassa**	**Niassa**
Discrimination/difficulties in being taken seriously by leadership or society			X			
Inequality with regards to women´s access to project benefits			X			
Gender-based violence						
Early (child) marriage			X			
ASSESSMENT OF HUMAN-WILDLIFE CONFLICT						
At water sources: crocodiles	X				X	
Travel on foot to water/field/market: Elephants on the road					X	
Agricultural fields: buffalo, elephants, baboons	X				X	X

Table 18. Outcomes expected from the Transform Moz Initiative. Community consultations of women´s groups

COMMUNITY	Bebedo	Catemo	Nensa	Macuere	Cuchirenga	Nova Madeira
District	**Nhamatanda**	**Inhaminga**	**Marromeu**	**Marromeu**	**Mecula**	**Sanga**
Province	**Sofala**	**Sofala**	**Sofala**	**Sofala**	**Niassa**	**Niassa**
OUTCOMES EXPECTED FROM THE TRANSFORM MOZ INITIATIVE						
Improved income generating opportunities:						
Income generating projects (sewing, small animal husbandry) and	X		X		X	
Promotion of agricultural value chains for women			X			
Promotion of association as a means to create independent income for women						X
Employment opportunity for women - including for conservation areas				X	X	X
Access to solar energy kits	X					
Access to better social and economic services (school, hospital, hammer mill, transport)		X			X	
Access to gender-based violence grievance mechanism			X			
Project accountability mechanisms in place to eliminate "nepotism" in distribution of benefits within the community			X	X		
A solution for human/wildlife conflict					X	
Women´s own assessment of the level of agency of women in their community	5	2	1	3	1	4

***Definition of levels of agency**

Step 5: Power and freedom to make most of life's major decisions
Step 4: Power and freedom to make many important decisions in life
Step 3: Power and freedom to make some important decisions in life
Step 2: Only a small amount of power and freedom of power and freedom
Step 1: Almost no power or freedom to make decisions

3.3 Main barriers to gender equality in conservation sector

According to the Gender Strategy of ANAC the main barriers to gender equality in the conservation sector are as follows:

Hidden Challenges: Male Bias of Conservation Areas.

- *Historical of ACs as game reserves and the male hunter stereotype***:** Conservation areas were historically game reserves has led to an association with male hunters, and consequently, the assumption that employees in these areas are men ....
- ◦*Male bias in the conservation sector internationally***:** The international conservation sector also exhibits male bias, influencing co-management practices in Mozambique where gender equality in management may receive less attention than gender equality in community outreach
- ◦*Paramilitary culture of conservation areas:* The dominant paramilitary culture in wildlife law enforcement, characterised by hierarchy and disciplinary relationships, hinders a collegiate and relaxed work environment, potentially disadvantaging women.
- ◦*Gender social norms***:** Societal norms in Mozambique discourage women from pursuing careers in conservation areas, which are seen as male domains, and limit their opportunities1
- ◦*Unconscious male bias***:** This unintentional bias leads to favouring men and assuming women are less capable in conservation roles due to stereotypes
- ◦*"Protection" of the environment as an example of unconscious male bias:* The very language used, such as "protection," can unconsciously reinforce traditional male roles as protectors, further embedding male bias in the sector

Visible Challenges of Gender Mainstreaming in Conservation Areas ...

- *Few women in conservation areas especially in leadership***:** Women constitute a small percentage of the workforce in conservation areas, and their representation in leadership positions is low. This underrepresentation reinforces the image of the sector as male-dominated and limits women's influence.
- *Valuing masculine functionalities at work:* There is a tendency to value traditionally masculine skills and attributes, particularly in the wildlife law enforcement sector, which disadvantage women.
- *Female employees in support sectors are not properly recognised/visible***:** Women in administrative, finance, and cleaning roles, despite their long service, are often not seen as making significant contributions to conservation.
- *Work environment that inhibits dialogue and relaxed conviviality***:** A stressful and non-collegial work environment, often influenced by the paramilitary culture, can hinder women from raising their voice and claim their rights
- ◦*Working and housing conditions do not facilitate the reconciliation of family and work life***:** Long work shifts (3 to 9 weeks) in remote camps with limited opportunities for family visits, lack of childcare facilities, and inflexible work schedules make it difficult for both women and men, but particularly women, to balance work and family responsibilities..

- ◦*Harassment at work, sexual harassment and women exposed to GBV:* The tense work environment is conducive to gender-based harassment and sexual harassment. Women are also exposed to gender-based violence, including from partners and in the broader community.

Barriers to the Integration of Women in the Wildlife Law Enforcement Sector ...

- *Social gender norms equating being a ranger with being a man***:** This perception can deter women from applying and makes integration into the predominantly male culture challenging
- *Lack of preparedness of sector to include pregnant women and mothers***:** The sector, traditionally based on a male model, lacks adequate provisions for pregnant rangers and mothers, affecting their career progression and potentially endangering their health and their babies' health46 ....
- *Limited career options within the ranger structure***:** The restricted range of roles for rangers, especially during pregnancy or postpartum, limits opportunities for women
- *Prioritisation of male physiological characteristics in recruitment and training***:** Selection criteria that heavily emphasise male physical attributes can disadvantage capable female candidates
- *Mistreatment and discrimination of pregnant or new mothers by colleagues***:** Negative attitudes and discriminatory practices related to pregnancy can create a hostile work environment

Lack of Gender Knowledge and Capacity

- *Limited understanding of gender***:**
  Few staff members in conservation areas have a basic understanding of gender concepts or have received gender-specific training.
- *Absence of Gender Planning and Budgeting (GPB):*
  The lack of application of GPB at the conservation area and ANAC headquarters levels hinders a coherent and resourced approach to gender equality3 ....
- *Gender invisibility in official documents:*
  Key ANAC documents like management plans and the Human Resources Development Strategy often fail to mention gender or conduct gender analysis

4 Gender Action Plan

The Gender Action Plan of the TRANSFORM project aims to ensure that gender equality and women's empowerment are mainstreamed across all project components—from conservation area management to sustainable livelihoods, community governance, and human-wildlife conflict mitigation. This plan aligns with Mozambique's international and national commitments to gender equality, as well as the requirements of UNDP and the Global Environment Facility (GEF), which call for gender-sensitive and transformative approaches in development and conservation initiatives (***Table 19***).

The main objectives of the plan are to:

- **Promote equitable participation of women and men** in decision-making processes across the project's areas of intervention.
- **Reduce structural gender gaps**, particularly in access to resources, technical training, employment, and leadership roles within the conservation system.
- **Prevent and address gender-based violence and sexual harassment** in conservation contexts by strengthening protection and reporting mechanisms.
- **Increase visibility and recognition of women's roles** in sustainable natural resource and and wildlife management and climate resilience.

- **Support alternative, sustainable livelihoods led by women**, strengthening their economic autonomy and contributing to environmental sustainability.

The plan adopts a comprehensive and gender-sensitive approach, with targeted actions aligned to the project's outcomes and activities. Gender indicators, clear targets, and institutional responsibilities have been defined to ensure effective implementation and monitoring.

4.1 Gender Mainstreaming Framework

Table 19 Table Gender Mainstreaming Framework

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
Component 1) Improving management of conservation area networks and restoration of wildlife populations of the RRL and GML					
Outcome 1: Improve the management of conservation area networks and the restoration of wildlife populations in the RLL and GML landscapes.					
Output 1.1. Joint Anti-Poaching Coordination and Operational Centers (JAPCOCC) are established and operational, with gender-sensitive security plans in place	Activity 1.1.1: Conduct a comprehensive review and enhancement of the existing security plans to combat wildlife crime and illegal wildlife trade in both landscapes (GML and RLL) coupled with a gender sensitive capacity needs assessment in human resources and monitoring equipment	Activity 1.1.1: Design gender-sensitive protocols within security plans.	Develop operational guidelines with gender sensitivity for the protocols.	*Indicator:* Number of security protocols developed that include gender-sensitive measures. Number of staff members trained in gender sensitivity. *Target:* 100% of the protocols must include specific gender guidelines. At least 80% of operational staff trained.	Yr1-2
	Activity 1.1.2: Install a national monitoring center at ANAC, allowing the interoperability of data from the existing JAPCOCC, integrating gender-sensitive criteria into the system design.	Activity 1.1.2: Include gender-sensitive indicators in the national monitoring system and ensure that sex-disaggregated data is collected and analyzed.	Develop and integrate gender indicators into the monitoring system and ensure regular collection and analysis of sex-disaggregated data.	*Indicator:* Percentage of reports with gender analysis. *Target:* 3 reports per year with gender analysis.	Yr2
	Activity 1.1.5) Promote women's participation in operational and leadership roles within JAPCOCC.	Activity 1.1.3 Promote women's participation in operational and leadership roles within JAPCOCC. (Work Package 2)	Conduct training on unconscious gender biases to enhance awareness among teams. Develop a program to promote women's leadership in JAPCOCC.	*Indicator:* Percentage of women in operational and leadership positions within JAPCOCC. Number of campaigns implemented to promote women's participation.	Yr2

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
				Target: Achieve a minimum of 40% female representation. At least 2 campaigns per year.	
		Activity 1.1.4: Gender sensitivity training for both men and women rangers	Gender training for rangers focused on equity, GBV prevention, and women's leadership. Involves specialized NGOs and tracks attitude change using sex-disaggregated indicators.	*Indicator:* Number of gender sensitivity training. *Target:* At least 1 training per year.	Yr1 -2
Output 1.2. Decentralized JAPCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols.	Activity 1.2.3) Train rangers and selected community members, including women, in anti-poaching and intelligence operations.	Activity 1.2.1) Train rangers and selected community members, including women, in anti-poaching and intelligence operations.	Design and implement inclusive technical training that ensures female participation, with modules adapted to their contexts, promoting their leadership in operational roles and challenging gender stereotypes in surveillance functions.	*Indicator:* % of women participating in training (≥30%) Total number of women trained in surveillance technologies (drones, GPS) *Target:* At least 30% female participation in all training cohorts. Female leadership module incorporated into all technical training.	Yr1 -3
	Activity 1.2.6) Promote women's participation in surveillance operations.	Activity 1.2.2: Promote women's access to surveillance technologies.	Identify and eliminate barriers to women's participation.	*Indicator:* Number of access barriers identified through participatory consultation. Number of actions implemented to remove those barriers. *Target:*	Yr1-3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
				At least 2 barriers documented and prioritized. At least 2 corrective actions implemented	
		Activity 1.2.3: Conduct awareness campaigns to highlight the role of women in technical surveillance roles.	Design and implement visibility campaigns that showcase women's contributions in patrol and surveillance roles,	*Indicator:* Number of campaigns conducted *Target:* 2 campaigns per year	Yr2-5
		Activity 1.2.4: Include training on GBV and sexual harassment prevention in operational trainings, promoting safe and inclusive environments for women in surveillance roles.	. Develop a GBV module tailored to the conservation and surveillance sector; establish or strengthen confidential reporting channels with a protection-oriented approach.	*Indicator:* Number of people trained in GBV prevention (disaggregated by sex) % of operational units with active harassment prevention protocols *Target:* 100% of personnel involved in surveillance and patrolling trained in GBV GBV prevention and response protocols operational in all units by Year 3	Yr1-3
	Activity 1.2.8) Establish rapid response teams, including women, for poaching incidents.	Activity 1.2.5: Create an all-female ranger unit in GML or RLL as a model for leadership and inclusion.	Select women with community involvement, ensure adequate field conditions, include leadership and self-defense training, highlight their role in local media, and build peer support networks among rangers.	*Indicator:* Number of women recruited, trained, and deployed *Target:* Operational unit with at least 10 women by Year 2 100% trained in surveillance, leadership, and GBV prevention	Y1-Y4
	Activity 1.2.12) Train rangers and community	Activity 1.2.6: Integrate gender sensitivity and GBV prevention	Develop content on positive masculinities and	*Indicator:*	

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
	personnel, including women, in anti-poaching, cross-border coordination, and intelligence.	training into all operational and community training sessions.	GBV prevention, create safe discussion spaces, adapt materials to local literacy levels, and set up confidential reporting channels.	Number of participants trained on gender and GBV (disaggregated by sex) *Target:* 100% of operational and community staff trained on gender and GBV by end Year 2	
Output 1.3. Human-Wildlife Incident Response Units (HWIRU), including both male and female community wildlife guardians, are equipped with smart technologies to collect and document incidents.	Activity 1.3.1) Train community facilitators, committee members, and community scouts in human-wildlife conflict mitigation and data collection, using an inclusive approach and giving women equal chances to participate in training.	Activity 1.3.1: Identify and train women as community wildlife guardians.	Develop gender inclusive information material for both men and women Awareness raising sessions for men to promote female wildlife guardians Information sessions for women Engage female community leaders to become part of HWIRU.	*Indicator:* Number of women selected as community wildlife guardians. Number of information sessions held exclusively for women. *Target:* At least 30% of the total selected individuals. Minimum of 2 sessions per community.	Y2-Y3
	Activity 1.3.2) Equip the community facilitators and scouts with tools to support conflict mitigation and management, ensuring equal accessibility for women and men.	Activity 1.3.2: Adapt training content on technologies to enhance comprehension.	Adapt training materials to include a gender-sensitive perspective.	*Indicator:* Percentage of training materials that incorporate inclusive language and gender-based case studies. *Target:* 100% of reviewed materials.	Y2
	Activity 1.3.3) Establish the HWC response unit for the Cheringoma Community Conservation Area, Marromeu National Reserve, Niassa Special Reserve, in coordination with the Coutadas and	Activity 1.3.3: Integrate gender sensitivity and GBV prevention training for HWC unit members, promoting safe, respectful, and inclusive working environments.	Develop modules on gender equality, positive masculinities, and GBV prevention; adapt content to rural contexts; facilitate open dialogue spaces; and establish safe reporting mechanisms.	*Indicator:* Number of people trained on gender and GBV (disaggregated by sex and location) Number of HWC protocols that include gender-sensitive measures	Y1-3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
	Hunting Block operators existing in each of the landscape, ensuring women's participation in operational and coordination roles.			*Target:* 100% of HWC personnel trained in gender and GBV by Year 2 Gender-sensitive protocols active in all three HWC units by Year 3	
	Activity 1.3.5) Identify and train women as community wildlife guardians.	Activity 1.3.4: Promote the recognition of women's leadership within communities	Awareness raising sessions for male leaders to promote recognition of female leadership Establish public recognition mechanisms for women wildlife guardians.	*Indicator:* Number of public visibility activities implemented. Number of women publicly recognized as community leaders *Target:* At least 2 per year in intervention areas. At least 1 woman recognized per community.	Y3-Y5
Output 1.5. The connectivity between important biodiversity source areas is enhanced	Activity 1.5.3) Develop and implement a Process Framework for engaging communities in connectivity restoration, as well as any necessary impact assessments.	Activity 1.5.1: Develop participatory processes for designing ecological corridors with a gender-sensitive approach.	Develop gender sensitive guidelines for participatory processes Facilitate exclusive and safe consultation spaces for women.	*Indicator:* Percentage of women participating in consultation processes. *Target:* At least 50% female participation.	Y3
	Activity 1.5.6) Develop gender-sensitive community land-use plans in the GML corridor (Gorongosa to Marromeu).	Activity 1.5.2: Incorporate the priorities of rural women in land use planning	Carry out qualitative gender study of land use to develop appropriate gender sensitive indicators adapted to patrilineal and matrilineal land use patterns	*Indicator:* Number of restoration proposals that include gender-differentiated needs. Number of interviews or focus groups conducted with gender-disaggregated data. *Target:*	Yr 3-4

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
			Collect gender-disaggregated information on land use.	100% of the plans. At least 1 per community.	
	Activity 1.5.7) Establish or strengthen community governance structures along the corridor.	Activity 1.5.3: Ensure equitable representation in local planning committees.	Awareness raising sessions for men of importance of inclusion of women Awareness raising sessions for women of importance of their inclusion Leadership and decision-making training for female representatives in local planning committees.	*Indicator:* Number of planning committees that include at least 40% women. Number of capacity-building sessions held for women leaders. *Target:* All newly created committees. At least 2 sessions per region.	Yr 3
Output 1.6. New conservation-sector directives, support systems and administrative procedures to combat illegal and unsustainable wildlife trade will be developed and applied through a gender responsive approach	Activity 1.6.3) Conduct a gender responsive training to ANAC personnel to operationalize the system.	Activity 1.6.1: Include training on gender equity and digital inclusion to ensure all ANAC staff can use and lead the upgraded system effectively and inclusively.	Design training materials that reflect different levels of digital literacy; ensure equitable participation in technical sessions; include case studies on women in digital conservation leadership; and set up a peer-support system to accompany women in system use and decision-making roles.	*Indicator:* Number of ANAC staff trained on gender-responsive system use (disaggregated by sex) Number of training sessions including gender and digital inclusion modules *Target:* At least 40% of trained personnel are women 100% of training sessions include gender-responsive digital use components	Yr1- 3
	Activity 1.6.4) Gender responsive workshop to socialize the upgraded innovative system to the relevant stakeholders at	Activity 1.6.2: Ensure inclusive participation of women and marginalized groups in workshops and adapt content to promote equal understanding and use of the licensing system.	Engage women's groups and local NGOs in participant selection; provide childcare and safe spaces; adapt visuals and language for low-literacy	*Indicator:* % of women and underrepresented groups participating in workshops Participant satisfaction rate disaggregated by gender	Yr1- 3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
	GML and RLL for licensing purposes.		audiences; and highlight the benefits of the system for women-led businesses or initiatives.	*Target:* At least 40% female participation in each workshop Positive feedback from ≥80% of female participants by end of Year 2	
	Activity 1.6.5) Gender responsive workshop to socialize the upgraded innovative system to the relevant Government stakeholders (Customs, INAE, Prosecutors, Investigation Officers, Immigration Officers, Conservation Areas Rangers, Environmental Police).	Activity 1.6.3: Promote gender balance in workshop participation and include specific content on gender equality, inclusive enforcement, and the role of women in decision-making across enforcement institutions.	Ensure diverse representation across institutions; include content on the gender dimensions of enforcement and digital access; present examples of women in leadership roles; and follow up with institutions to encourage policy alignment with gender equity.	*Indicator:* % of women participants from government institutions % of institutions committing to apply gender-sensitive practices after the workshop *Target:* Minimum 30% female participation across all targeted institutions At least 5 institutions integrate gender-sensitive practices in follow-up actions by Year 3	Yr1- 3
Component 2) Strengthening policies, regulatory frameworks, and tools to combat illegal and unsustainable wildlife trade and establishing management systems for wildlife-based economies, including safeguards and performance monitoring.					
Outcome 2) Strengthen policies and systems to combat wildlife trade and promote sustainable biodiversity economies.					
Output 2.1) Spatial planning and land use instruments, such as Integrated Landscape & Land Use Management Plans (ILUMPs) are developed and/or updated for the benefit of biodiversity covering specific	Activity 2.1.1) Develop community land use plans in all communities under the project implementation corridor (Gorongosa national park - Coutada 12 - Courada 11 and Marromeu National Reserve), responsive to gender.	Activity 2.1.1. Facilitate women-only community meetings for to ensure that women´s views are incorporated into the land use plans	Participatory planning approaches workshops inclusive of women and men of different ages and abilities. Women-only workshops to ensure that women´s voices are heard	*Indicator:* Number of plans inclusive of issues raised by women in the meetings Number of issues identified by women in community meetings included in land use plans *Target:* Gender parity achieved. At least 70% of the key issues raised by women during	Y1-3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
areas through viable, binding and gender responsive management plans.				community consultations are incorporated into finalized land use plans by Year 3	
	Activity 2.1.2 Develop an inter-district land use plan (Gorongosa, Cheringoma, Marromeu) built from the bottom up, aligned with community-level land use plans and the development aspirations of the corridor districts, and responsive to gender.	Activity 2.1.2 Carry out a gender analysis of community land use in Project implementation corridor, considering matrilineal and patrilineal land inheritance systems	Collect qualitative and quantitative gender-disaggregated information on land use.	*Indicator:* Percentage of planning instruments that incorporate gender analysis. *Target:* 100% of the planning instruments. All pilot areas	Y1-2
	Activity 2.1.3) Workshop to present the final Inter-district land use plan to stakeholders and communities.	Activity 2.1.3 Develop and apply gender-sensitive Terms of Reference (ToR) for the inter-district land use plan workshop to ensure inclusive participation of women and marginalized groups.	Awareness raising in communities promoting the importance of women´s and marginalized groups participation	*Indicator*: Number of ToRs developed with inclusive participation provisions % of female participants in the workshop *Target*: Workshop ToR includes gender inclusion criteria before its launch (Year 2)	Y2-3
		Activity 2.1.4 Facilitate women´s participation in workshop	Support women´s participation in workshop	*Indicator*: Percentage of women participating in Inter-district workshop *Target*: Minimum 40% female participation per meeting.	Y2-3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
	Activity 2.1.6) Define a gender inclusive governance structure, roles, and responsibilities for Council members.	Activity 2.1.5 Develop curriculum for training of council members in gender, gender inclusive land use management plans	Develop training material for land use management council members	Indicator Inclusion of modules on gender equality and inclusive land governance *Target*: 100% of council members trained using the curriculum by Year 3	Y1-3
	Activity 2.1.8) Re-activate and disseminate the implementation of CONDE to be functional and gender sensitive as a platform for effective coordination, conservation strategies and conflict management of the Quirimbas National Park.	Activity 2.1.6 Carry out a gender analysis of CONDE platform to ensure that it is inclusive of the needs and contributions of both men and women	Gender assessment of CONDE platform	*Indicator*: Level of Satisfaction amongst users of CONDE platform Use of CONDE platform by women and men *Target*: More than half of female users of CONDE report satisfaction with platform At least 30% of CONDE users are women	Y1-3
	Activity 2.1.9) Workshop between the stakeholders in the Niassa reserve to discuss the development and implementation of an integrated gender responsive land use plan for an improved connectivity between the Reserve and the hunting concessions.	Activity 2.1.7 Gender sensitive Terms of Reference developed for Workshop to ensure gender inclusive participation	Awareness raising amongst stakeholders including communities promoting the importance of women´s participation Support to women´s participation in workshop	*Indicator*: Number of ToRs developed with inclusive participation provisions % of female participants in the workshop *Target*: Workshop ToR includes gender inclusion criteria before its launch (Year 2) At least 40% female participation in the workshop	Y2-3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
		Activity 2.1.8 Facilitate women´s participation in workshop	Support women´s participation in workshop	*Indicator*: Percentage of women participating in Inter-district workshop *Target*: Minimum 40% female participation per meeting.	Y2-3
		2.1.9 Train council members in gender inclusive reserve management	Carry out gender training workshop for council members	Indicator: Number of council members trained in gender-inclusive reserve management (disaggregated by sex) Percentage of women among trained council members Target: At least 80% of council members trained by Year 3 Minimum 40% of training participants are women	Y1-4
Output 2.2) Developed and/or revised security plans and standard operational procedures to combat wildlife crime and illegal wildlife trade through a gender sensitive approach	Activity 2.2.5 Develop a gender sensitive analysis of illegal wildlife trade in Mozambique and disseminate results at national level	Activity 2.2.1 Engage local women's organizations and gender experts in the research design and analysis.	Identify and invite relevant local women's organizations and include them in technical committees and validation workshop	*Indicator:* Number of women's organizations and gender experts involved Number of technical meetings co-facilitated with them *Target:* Involve at least 3 women's organizations and 2 gender experts by Year 2 Document their participation in design, data collection, and analysis	Y1-3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
		Activity 2.2.2 Include analysis of gender-based violence (GBV) risks and vulnerabilities linked to wildlife crime.	Train the research team in ethical approaches to collecting sensitive data. Establish confidential reporting and referral mechanisms	*Indicator:* Number of GBV-related findings included in the report Inclusion of a dedicated section on GBV *Target:* Include a dedicated GBV analysis in 100% of the final report	Y1-3
		Activity 2.2.3 Ensure the final report includes gender-responsive policy recommendations and is disseminated in accessible formats for communities and institutions.	Draft recommendations based on differentiated needs of women and men; validate them with women's groups before publication; use accessible tools (radio, illustrated leaflets, community meetings) for dissemination	*Indicator:* Number of gender-responsive policy recommendations Number of communities reached with accessible versions (languages, formats) *Target:* Include at least 5 gender-inclusive recommendations in the final report Reach at least 6 communities across the project landscapes	Y2-3
	Activity 2.2.7) Train rangers and other law-enforcement agencies on the Standard Operational Procedures at National level.	2.2.4 Train rangers and other law-enforcement agencies gender and illegal wildlife trade	Development of training and information material on Wildlife crime and its intersection on gender, GBV and SH Workshop for rangers and law-enforcement agencies Leadership workshop for female rangers	*Indicator:* Number of rangers and law enforcement personnel trained (disaggregated by sex) % of participants reporting improved understanding of gender roles in illegal wildlife trade *Target:* At least 100 personnel trained by Year 3 Minimum 30% of trainees are women	Y2-3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
Output 2.3. New National Strategy for Human-Wildlife Coexistence incorporating principles of shared risk management, adopting a gender and socially inclusive approach	Activity 2.3.1 Review and update the national strategy for the management of human and wildlife coexistence based on the current context and taking into account gender dynamics.	2.3.1. Gender considerations and recommendations included in the updated national strategy for human–wildlife coexistence	Include examples of how women and men interact differently with wildlife due to livelihood roles (e.g., farming, water collection, herding). Involve gender experts and women's organizations in the strategy review process	*Indicator:* Gender considerations and recommendations included in the updated national strategy for human–wildlife coexistence Target: The revised strategy includes at least 5 gender-specific provisions	Y1-2
	Activity 2.3.2) Organize regional workshops and national conference to validate the updated strategy and discuss its implementation and monitoring ensuring strong participation of women.	2.3.2. Facilitate women´s participation in regional and national workshops	Identify and prioritize the invitation of women leaders, community members, and representatives of women's organizations. Include female facilitators and moderators to ensure inclusive dialogue	*Indicator*: % of female participants in each regional workshop and the national conference Target: At least 40% of participants are women in each workshop and the national conference	Y1-3
Output 2.4) National Wildlife-based Economy Strategy and respective legislation to enable wildlife economies, ensuring a gender and socially inclusive approach	Activity 2.4.4) Assess gender barriers to accessing sustainable livelihoods in the wildlife economy.	Activity 2.4.1 Identify gender barriers to accessing sustainable livelihoods in wildlife economy	Conduct focus groups with women in rural communities to explore barriers such as land access, time constraints, mobility, and safety; collaborate with local women's organizations and gender experts in the design and analysis; include intersectional analysis (age, disability, marital status) to capture diverse experiences	*Indicator:* Number of gender-specific barriers identified and documented *Target:* At least 4 key gender-based barriers identified by Year 2	Y2-4

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
		Activity 2.4.2 Identify economic opportunities for women in the biodiversity sector.	Prioritize activities with low entry barriers for women (e.g., eco-tourism, sustainable forest products, community conservation jobs). Document case studies of successful women-led biodiversity enterprises to inspire uptake	*Indicator:* Number of biodiversity-based economic opportunities identified for women Number of opportunities aligned with local biodiversity and cultural context *Target:* At least 5 viable, locally appropriate economic opportunities for women identified by Year 3	
	Activity 2.4.5) Conduct a gender inclusive nationwide stakeholder workshop to launch the Gender Responsive wildlife economy framework/strategy.	Activity 2.4.3 Ensure equal participation of women in the national workshop	Ensure the invitation list includes representatives from women's organizations, female entrepreneurs, and community leaders. Facilitate women-only preparatory discussions to build confidence and contributions	*Indicator:* % of female participants in the workshop Number of women-led organizations represented *Target:* At least 45% of participants are women, including women from local communities At least 5 women-led organizations actively participate in the event	Y2-3
		Activity 2.4.4 Integrate gender-responsive content and tools into the national workshop agenda	Develop content on women's participation in value chains, leadership, and access to finance. Use case studies and testimonials from successful women-led biodiversity businesses	*Indicator:* Number of sessions in the workshop addressing gender in wildlife economy Inclusion of tools (e.g., checklists, case studies) that highlight women's roles *Target:*	

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
				At least 2 sessions focused on gender and women's role in wildlife economy Gender content included in 100% of workshop materials	
Component 3) Generating socioeconomic benefits from the responsible management of wildlife populations through community-centered conservation, mitigation of human-wildlife conflict, promotion of nature-based businesses, and control of disease transmission between wildlife, livestock, and people.					
Outcome 3: Generate socio-economic benefits through sustainable nature-based businesses, mitigating human-wildlife conflicts, and promoting services with a One Health approach.					
Output 3.1: TRANSFORM Livelihoods Innovation Challenge Incentive rolled out, supporting and establishing diversified community livelihoods through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes - 50% of incentives are slated to benefit businesses owned by women or where the majority of employees are women.	Activity 3.1.1) Develop eligibility criteria with description on priorities areas of intervention, amount to be allocated and selection criteria and a positive gender bias	Activity 3.1.1: Design gender-sensitive eligibility criteria for the Livelihoods Innovation Challenge Incentive	Include quotas for female participation in the proposal evaluation process. 50% of grants should benefit women.	*Indicator:* % of women and men reached (disaggregated) % of women reporting increased awareness *Target:* 50% of participants are women 75% of women report improved understanding	Y1- 3
	Activity 3.1.2) Conduct awareness campaigns directed at both women and men in communities around the selected corridors to disseminate the information and the opportunities.	Activity 3.1.2: Conduct gender-sensitive awareness campaigns to ensure women and men have equal access to information and opportunities in the wildlife economy.	Use inclusive language and formats. Hold sessions at times and places accessible to women	*Indicator:* Number of women participating in fund information sessions. Percentage of women submitting proposals. *Target:* At least 50 women. At least 50% of total submissions.	Y1- 3
	Activity 3.1.3) Provide tailored technical assistance to women, men and youth in business proposal writing.	Activity 3.1.3: Provide tailored technical assistance to women, men and youth in business proposal writing.	Offer technical support to women-led projects through to submission.	*Indicator:* Number of women receiving personalized technical assistance.	Y1- 3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
				Success rate of women-led projects. *Target:* At least 50 women. At least 70% approval rate.	
	Activity 3.1.4) Train communities in sustainable business practices, business plan, financial management and market access, throughout the implementation of the selected projects, provide tailored training for women.	Activity 3.1.4 Train communities in sustainable business practices, business plan, financial management and market access, throughout the implementation of the selected projects, provide tailored training for women.	Deliver adapted training for women that addresses gender-specific barriers to entrepreneurship and ensures their active participation in local economic initiatives.	*Indicator:* % of women trained in business development Number of training sessions including gender-responsive content. *Target:* At least 50% of trainees are women. 100% of training sessions include gender-sensitive approaches.	
Output 3.2) Alternative and enhanced livelihoods through mini-grants for supporting the generation of economic benefits for women and men in local communities including through	Activity 3.2.2) Develop business plans (or other practical planning instruments) and capacitate communities for feasible opportunities	Activity 3.2.1: Train individual women and members of women´s associations in the selected communities in developing business plans for implementing selected livelihood initiatives	Together with NGO with experience of promoting VSLA promote VSLAs in communities. .	*Indicator:* Number of VSLAs created with active female participation. % of women who gain personal income after training cycle. *Target:* At least 10 VSLAs formed, with minimum 60% women. 50% of participating women report increased income in the first year	Y2- Y4

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept	Activity 3.2.3) Approval and allocation of financial resources to the communities for implementing the plans.	Activity 3.2.2: Support the creation of eco-friendly value chains led by women, such as honey production, handicrafts, sustainable agriculture or eco-tourism services, ensuring market linkage and visibility.	Promote women's leadership in green value chains with market access and visibility. .	*Indicator:* Number of value chains developed with women in leadership. % of women reporting increased income and economic autonomy. *Target:* 5 value chains created or strengthened with a gender focus. 60% of women leaders report income growth and improved market visibility.	
	Activity 3.2.6) Implement Village Savings and Loan Associations (VSLAs) in selected areas to promote income-generating activities, including women.	Activity 3.2.3: Promote Village Savings and Loans Associations (VSLAs) in the targeted landscapes to facilitate women's participation in income generating activities.	Prioritize women in VSLA formation, especially from marginalized or low-income households. Support women's leadership within each VSLA group	*Indicator:* % of VSLA members who are women % of women who use VSLA funds for income-generating activities *Target* 70% of members are women At least 50% of women members invest in income-generating activities	Y1- 3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
Output 3.3: Established veterinary services combining the One-Health concept with behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures	Activity 3.3.1) Conduct a baseline assessment of zoonotic disease risks—accompanied by maps of high-risk zones—and develop a One Health Action Plan for both landscapes.	Activity 3.3.1 Conduct an analysis of gendered opportunities and barriers to participation in animal health initiatives	Identify and address gender-related barriers that limit women's participation in animal health surveillance and decision-making.	*Indicator:* One Health action plan developed with gender-sensitive analysis. % of identified gender-specific barriers addressed in the plan. *Target:* One validated plan covering both landscapes by Year 2. At least 3 key gender barriers identified and integrated into solutions.	Y2- Y4
Component 4) Mainstreaming social support into safe and sustainable wildlife supply chains, promoting behavioral changes that address unsustainable wildlife consumption, supporting land-use models that foster human-wildlife coexistence, and enhancing capacity building and continuous learning in public and community institutions.					
Outcome 4) Foster behavioral change and social support for sustainable supply chains, promoting human-wildlife coexistence and strengthening institutional capacities.					
Output 4.1) Learning Centers established in the project landscapes, functioning as catalysts for the adoption of sustainable practices and behavioral change by communities, ensuring equitable access for women and men.	Activity 4.1.2 Train female and male community members (community facilitators, rangers, leaders, etc.) in the landscape on several conservation themes such as Human and Wildlife coexistence, agroforestry, agro-ecology, environmental education, ecotourism and other wildlife economy activities, nature-based solutions, gender and conservation to operate the constructed community centers.	Activity 4.1.1. Ensure gender-sensitive training for female and male community members on conservation themes, including gender and conservation, to strengthen their capacity to operate community centers and engage in wildlife economy activities.	Ensure equal participation by women and men in the training programs. Design training materials that are gender-sensitive, inclusive, and accessible to women (considering literacy levels, language, etc.). Prioritize female leaders as trainers or role models in conservation and wildlife economy activities	*Indicator*: % of women and men trained in each theme (disaggregated by gender) Number of female community facilitators and leaders trained *Target*: At least 40% female participation in training across all themes 50% of community facilitators and leaders trained are women	Y1- Y3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
	Activity 4.1.4 Support WCS in finalizing the community center construction based on a gender and disability inclusive approach and equip with inclusive material and learning tools.	Activity 4.1.2. Ensure that the design, construction, and equipment of community centers are gender- and disability-inclusive, providing safe, accessible, and empowering learning environments for women, men, and people with disabilities.	Equip centers with inclusive materials (e.g., visual aids, multilingual tools, gender-sensitive content). Ensure separate and safe sanitation facilities for women and men. Include signs, materials, and space organization that reflect local gender norms and support equal use	*Indicator*: Number of community centers built or adapted with gender- and disability-inclusive features *Target*: 100% of community centers constructed include gender- and disability-responsive infrastructure (e.g., separate toilets, ramps, lighting)	Y12-3
	Activity 4.1.5) Build the capacity of female and male community members to manage and deliver conservation-related activities in the Learning Centers.	Activity 4.1.3. Develop gender-differentiated training content on sustainable practices and ecotourism.	Develop training adapted to the roles, time availability, and priorities of women and men.	Indicator: Number of training modules with gender-differentiated content. % of women reporting that the training was applicable. Target: At least 4 modules developed with a gender-differentiated focus 70% of trained women report practical applicability.	Y2-3
	Activity 4.1.7) Participatory systematization of good practices and lessons learned, included in gender issues	Activity 4.1.4 Document and systematize gender-related good practices and lessons learned from project implementation.	Include testimonies and success stories from women and youth. Work with gender experts to analyze practices through an equity and empowerment lens	*Indicator*: Number of gender-related good practices documented *Target:* At least 10 gender-related good practices or lessons documented by Year 3	Y2- Y3
	Activity 4.1.9) Facilitate experience exchange visits between communities and administrative stakeholders	Activity 4.1.5 Ensure women's meaningful participation and visibility during exchange visits, highlighting their roles,	Select women participants from diverse community roles (e.g., leaders, rangers, entrepreneurs).	*Indicator* % of women participating in exchange visits	Y2- Y3

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
	from Gorongosa-Marromeu and Rovuma-Lugenda.	experiences, and leadership in conservation and the wildlife economy.	Design visit agendas that include women-led initiatives and inclusive conservation practices. Provide logistical support (transport, accommodation, safety) tailored to women's needs	Number of women who share their experiences as presenters or facilitators *Target:* At least 40% of participants in exchange visits are women At least 5 women serve as speakers, peer educators, or hosts across the exchanges	
Output 4.2) Partnerships with academic institutions and research centers for the scientific establishment of hunting quotas and wildlife monitoring systems	Activity 4.2.2) Establish a multi-stakeholder Technical-Scientific Committee, with gender balance, to support decision-making on wildlife management and the sustainable definition of hunting quotas.	Activity 4.2.1 Ensure gender-balanced composition and integration of gender expertise in the Technical-Scientific Committee for wildlife management and quota setting.	Nominate qualified women from academia, conservation, and civil society to the Committee. Review scientific methodologies with attention to gender-disaggregated data needs	*Indicator:* % of women members in the Technical-Scientific Committee *Target*: At least 40% of committee members are women	Y1-3
Output 4.3) Inclusive campaigns, awareness raising and content for formal education programs are delivered to residents of the target landscape	Activity 4.3.5) Implement a recognition program for outstanding individuals in conservation.	Activity 4.3.1. Design and implement community awareness campaigns on gender equality, conservation, and climate change, using local media and accessible formats for both women and men.	Ensure that men and women receive adapted messages promoting equal participation.	Indicator: Number of gender-responsive campaigns implemented. % of women reached by the campaigns Target: At least 4 campaigns in target landscapes (2 per landscape). 60% female participation among audiences reached.	Y1-Y4
Output 4.4) Behavioral change at the landscapes' local level	Activity 4.4.7) Organize community events to celebrate key local and international environmental and cultural days, promoting inclusive	Activity 4.4.1 Organize local events, celebrating the relevant local and international days such Mozambique¨s women¨s Day, world wildlife day, biodiversity day, ranger, forest day, RAMSAR	Develop design for capulana for Mozambique´s women´s Day (April 7) featuring women and conservation.	Indicator: Number of capulanas distributed Number of VSLA that receive capulana kit	Y2-Y5

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
	participation and conservation awareness.	international day, elephant day, Rhino, with activities such as tree planting, storytelling, theater, etc.	The capulanas will be distributed to women´s village savings and loans groups (VSLA)	Number of VSLA that report increased interest in joining VSLA in community *Target*: At least 500 *capulanas* distributed to women in VSLA groups across the target landscapes. At least 30 VSLAs receive a kit with *capulanas* and promotional materials Year 3. At least 70% of recipient VSLAs report increased community interest and women's participation within one year.	
	Activity 4.4.8) Develop inclusive wildlife economy models that directly benefit local communities while supporting biodiversity conservation	Activity 4.4.2 Integrate gender-equitable benefit-sharing and promote women's participation in the design and implementation of wildlife economy models.	Conduct consultations with women to identify their priorities, roles, and constraints in biodiversity-related value chain. Design benefit-sharing mechanisms that account for women's access to resources, time use, and decision-making power	*Indicator:* % of women involved in the design or implementation of wildlife economy models Number of models that include gender-responsive benefit-sharing mechanisms *Target:* At least 50% of participants in model development processes are women 100% of models include gender-sensitive provisions for participation and benefit-sharing	Y1- 3
Output 4.5) Addressing the project's socio-environmental	Activity 4.5.1) Development of the Environmental and Social Impact Assessment	Activity 4.5.1 Ensure that the ESIA process includes gender-sensitive data collection and analysis, with separate consultations for women	Design ESIA tools that collect sex-disaggregated data and explore gender-specific risks (e.g., access to	*Indicator:* Number of women consulted separately during ESIA	Y1

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
risks, including assessments at local level, incorporation of the gender aspect and the engagement of stakeholder	(ESIA) with contextual and participatory approach.	and inclusion of gender-based risks and opportunities.	resources, displacement impacts, safety). Organize separate focus group discussions (FGDs) with women to ensure safe and open participation. Include women from different social groups (e.g., youth, Indigenous women, women with disabilities).	Number of gender-specific risks and mitigation measures identified *Target:* At least 50% of community consultation participants are women, including in FGDs and interviews Gender risks and impacts explicitly addressed in the ESIA report	
	Activity 4.5.4) Updating and operationalization of the Grievance Redress Mechanism (GRM).	Activity 4.5.2 Adapt the GRM to ensure it is accessible, safe, and trusted by women, including gender-sensitive reporting channels and referral mechanisms for GBV-related complaints.	Review and update GRM protocols to include confidential and anonymous complaint options for women. Train GRM focal points on gender sensitivity and how to handle GBV-related cases appropriately. Ensure at least one female focal point is available in each target landscape	*Indicator:* % of GRM users who are women Availability of confidential reporting channels for women *Target:* GRM procedures include gender-sensitive guidance and are operational by Month 6 At least 2 female focal points trained in each landscape	Y1
Output 4.6: Participation in the Global Wildlife Program (GWP) Knowledge Platform	Activity 4.6.1) Annual participation in the GWP Global Conference Activity 4.6.2) Participation in regional or thematic GWP Events	Activity 4.6.1 Ensure the participation of women leaders and youth in GWP global and regional events, with targeted support to enhance their visibility, technical contributions, and networking.	Identify and support women in technical or leadership roles to attend and present. Ensure lessons and experiences from women-led initiatives are documented and shared during GWP events. Ensure logistical support for women's participation in the events.	*Indicator:* % of women and youth among project-supported GWP event participants Number of women who serve as presenters, panelists, or facilitators in GWP events *Target:* 50% of event participants supported by the project are women, including from	Y1-5

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
				community, institutional, and technical backgrounds At least 2 women per year share experiences or results related to gender and conservation	
	Activity 4.6.3) Facilitation of a GWP Twinning Exchange	Activity 4.6.2 Promote the integration of gender equality and women's leadership as a central theme in GWP twinning exchanges with other countries.	Select exchange topics that highlight inclusive governance, women's entrepreneurship, or gender in conservation. Ensure female practitioners and community leaders are part of exchange delegations	*Indicator:* Number of twinning exchanges with a gender or women's empowerment focus % of exchange participants who are women *Target:* At least 1 twinning exchange focused on gender or women's leadership conducted during the project 40% of exchange participants are women from different levels (community, institutional, technical)	Y2-5
Component 5) Monitoring and Evaluation (M&E)					
Outcome 5) The GEF Child project is adequately monitored and evaluated					
M&E Output 5.1: The GEF Child project is adequately monitored: Ensuring that the project implements its M&E plan and that the results communicated	Activity 5.1.3) Baseline consultations to inform stakeholders and get their initial inputs/ongoing consultation (SEP Activities)	Activity 5.1.1: Ensure that baseline consultations collect sex-disaggregated data and include dedicated sessions with women and marginalized groups to reflect gender-specific priorities and challenges.	Conduct focus groups with women in safe and culturally appropriate settings. Engage female facilitators for women-only sessions. Integrate findings into the overall baseline and strategy documents	*Indicator:* % of baseline consultations that include separate sessions for women Number of gender-specific priorities identified and integrated into baseline reports Target:	Y1

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
through the Project Steering Committee, including the quarterly and annual reports (PIR), the MTR [mid-term review] and the TE [final evaluation] and ensure gender responsiveness				100% of consultations include female participants At least 3 gender-specific concerns or opportunities identified per landscape	
	Activity 5.1.8) Monitor Environmental and Social Management Plans (ESMP), Gender Action Plan, the Stakeholder Engagement Plan, and the Grievance Redress Mechanism (SEP Activities)	Activity 5.1.2: Monitor the implementation of the Gender Action Plan, ensuring that gender-related targets are tracked and reported alongside social and environmental safeguards.	Assign a focal point responsible for gender monitoring. Integrate gender into quarterly and annual review formats. Conduct periodic reviews of gender-sensitive grievance cases and community feedback	*Indicator:* Number of gender indicators tracked with updated data % of safeguard reports that include gender analysis or disaggregated data *Target:* 100% of M&E reports include updates on Gender Action Plan progress Gender-specific outcomes reported annually through the PIR and project dashboard	Y1-5
	Activity 5.1.10) Project closure Workshop (SEP Activity)	Activity 5.1.3: Ensure gender-equitable participation and inclusion of women's voices in the final project closure and learning event.	Invite women from community groups, implementing partners, and leadership roles. Highlight women's contributions during sessions or panels. Document and publish gender-inclusive success stories and challenges	*Indicator:* % of women participants in the closure workshop Number of lessons learned shared from a gender perspective *Target:* At least 40% of participants in the closure workshop are women At least 3 gender-related lessons are documented and shared	Y5
M&E Output 5.2) The GEF Child Project is evaluated	Activity 5.2.1) Mid-Term Review (MTR) – corresponding to	Activity 5.1.4 Ensure that the Mid-Term Review (MTR) and Terminal Evaluation (TE) assess gender	Include gender equality and the Gender Action Plan as a dedicated evaluation	*Indicator:*	Y3 and Y5

Product	General activities	Gender-specific activities	Gender-specific actions	Gender-specific indicators and targets	Timeline
in accordance with UNDP and GEF requirements, and aligned with the standards and learning objectives of the Global Wildlife Program (GWP).	"Evaluation (SEP Activities)", including specific questions related to the Global Wildlife Program (GWP) Activity 5.2.3) Terminal Evaluation (TE) – corresponding to "Evaluation (SEP Activities)", including specific questions related to the Global Wildlife Program (GWP)	results, using sex-disaggregated data and specific evaluation questions on the implementation and impact of the Gender Action Plan.	criterion. Ensure that evaluation teams have gender expertise. Use sex-disaggregated data and collect inputs from both women and men in communities. Reflect on both quantitative results and qualitative experiences of women's participation and benefit	Number of gender-specific findings or recommendations in the MTR and TE reports Inclusion of gender-focused questions in the Terms of Reference (ToRs) for evaluators % of stakeholders consulted during evaluations who are women *Target:* Gender outcomes assessed in 100% of formal evaluations (MTR & TE) At least 3 gender-related recommendations included in each evaluation report	

4.2 Resources

The implementation of the Gender Action Plan will require appropriate human and financial resources. At the central level, a Gender Advisor will be hired to support the implementation, monitoring, and evaluation of the plan within ANAC, in coordination with the project's technical teams. This advisor will be supported by specialized gender and conservation consultants mobilized for specific technical actions.

Gender focal points will also be appointed at ANAC headquarters and in conservation areas to facilitate the mainstreaming of gender in planning, execution, and follow-up processes on the ground.

For training and awareness-raising activities, an interdisciplinary technical team will be required, including local trainers, community facilitators, and representatives of organizations with experience in gender, women's rights, and conservation. These actors will ensure that training materials and approaches are context-specific, culturally relevant, and accessible to both women and men in the target areas.

Financial resources will be allocated to develop gender-sensitive training materials, inclusive methodologies, and logistical support to ensure equitable participation. Funding will also support small-scale investments to strengthen women's leadership, access to technologies, and participation of women and vulnerable groups in decision-making processes and benefit-sharing mechanisms of the project.

4.3 Roles and responsibilities in the implementation of the action plan

The implementation of the Gender Action Plan will be led by the National Administration of Conservation Areas (ANAC) through its Gender Focal Point, responsible for coordinating, monitoring, and reporting on the progress of planned gender activities. This also includes coordination with ANAC's technical units and TRANSFORM project teams in the field.

Each intervention landscape will designate a gender focal person to coordinate local actions, facilitate training sessions, promote equitable participation of women and men in project activities, and support the collection of sex-disaggregated data.

Implementing partners (such as Gorongosa National Park, Niassa Special Reserve, WCS, FZS, among others) will be responsible for integrating gender considerations in their interventions and ensuring meaningful and equitable participation of women in all field-based activities.

Partnerships will also be strengthened with local and national organizations experienced in gender and inclusive development. Notably:

- Provincial Network of Women's Organizations of Niassa (FOFEN, in Portuguese, Forum das Associações Femininas de Niassa): a platform of community-based associations advocating for women's rights and empowerment in the province. It can support awareness-raising, community mobilization, and women's leadership initiatives within the project.

- Forum of Mozambican Associations of Persons with Disability (FAMOD (in Portuguese, Forum das Associações Moçambicanas das Pessoas com Deficiência): a national network that promotes the rights of persons with disabilities. It can provide technical input to ensure that project activities are accessible and inclusive of both women and men with disabilities.

- LfW (Light for the World): International NGO promoting inclusive development with persons with disabilities (based in Sofala). This organization promotes disability inclusion in local development. Its involvement can help ensure that community centers and training activities in Sofala are inclusive and accessible.

Lastly, UNDP, as the implementing agency, will provide technical assistance on gender mainstreaming, ensure compliance with its gender equality policies, and facilitate learning, monitoring, and accountability processes.

To support the effective implementation of this Gender Action Plan, the ***Table 20*** presents the main gender stakeholders identified by project component, their expected roles, and the relevant institutions or organizations that could serve as responsible or supporting actors.

Table 20. Key gender stakeholders by project component

Component	Relevant gender stakeholders	Expected role in the project	Key organizations/Entities
Component 1: Conservation Area Management	Female and male park rangers, leaders of community surveillance committees, HWIRU technicians	Operational participation in surveillance, data collection, and response to human-wildlife conflict	ANAC, GRP, WCS, FZS, Provincial Environmental Services, *coutada* operators
Component 2: Policies and Regulatory Frameworks	Female and male staff of the Ministries of Agriculture, Environment and Fisheries, and of Labour, Gender and Social Action, female community leaders, leaders of women's associations	Participation in consultations, co-design of policies, and validation of coexistence plans	Ministry of Agriculture, Environment and Fisheries, ANAC, rural women's platforms, district governments
Component 3: Sustainable Livelihoods and Wildlife Economy	Rural women entrepreneurs, mini-grant beneficiaries, members of women's and farmers´associations	Leadership and management of productive projects, strengthening of economic and organizational capacities	BIOFUND, AMMCJ, FOFEN, local NGOs (e.g., AMA, ROADS), local women's associations, farmers´ associations
Component 4: Knowledge Management and Behavior Change	Environmental education professionals, women leaders in community campaigns, gender researchers in biodiversity	Co-design and implementation of campaigns, technical input for gender-sensitive materials, evidence generation	Ministry of Education, universities, local NGOs (e.g., AMA, ROADS), research centers, GRP, WCS, FZS,
Component 5: Monitoring and Evaluation	Representatives of women's organizations, gender-focused M&E specialists	Monitoring of gender indicators, results reporting, inclusive participatory evaluation	UNDP, ANAC, FAMOD, gender forums, GRP, WCS, FZS,

4.4 Monitoring and evaluation

The implementation of the Gender Action Plan (GAP) will be monitored and evaluated through an integrated system that aligns with the project's overall M&E framework. Specific gender-responsive indicators have been included across relevant project components to ensure the visibility of gender outcomes. Monitoring will be led by ANAC, in collaboration with project partners and the UNDP, ensuring that progress is reported in quarterly and annual reports (PIR), the mid-term review (MTR), and the terminal evaluation (TE). Gender-disaggregated data will be collected, analyzed, and incorporated into all key reports. One specific gender-related recommendation will be included in each PIR report as a minimum standard.

The application of the METT (Management Effectiveness Tracking Tool) will include gender-responsive criteria. Conservation areas are required to report on gender-related progress, ensuring that at least one gender-specific indicator is tracked. The GAP implementation will also be reviewed annually, producing monitoring

reports to assess the completion status of gender activities. A minimum of 80% of gender-related actions should be implemented on time each year.

In the mid-term and final evaluations, gender analysis will be applied to assess differentiated outcomes, identifying good practices and lessons learned. The evaluations will ensure that at least 20% of the recommendations have a gender focus and that women stakeholders are consulted in no fewer than four communities. Additionally, adjustments in project strategy based on MTR findings will include corrections to enhance gender action effectiveness.

5 Budgeted Gender Action Plan with Indicators

[The budget is included in the project's General Budget table.]

6 Annexes

Guia de entrevista: grupo de mulheres

"Transformar a conservação da vida selvagem e os meios de subsistência à escala da paisagem em Moçambique (TRANSFORM)" que faz parte do Programa Integrado de Conservação da Vida Selvagem para o Desenvolvimento do GEF-8, financiado pelo GEF.

1.Localização

1.1 Nome da comunidade: _____

1.2 Nome da localidade_____

1.3 Distrito: _____

1.4 Provincia: _____

1.5 1.4 Día e hora: _____

2. Número total de mulheres presentes na reunião **_____**

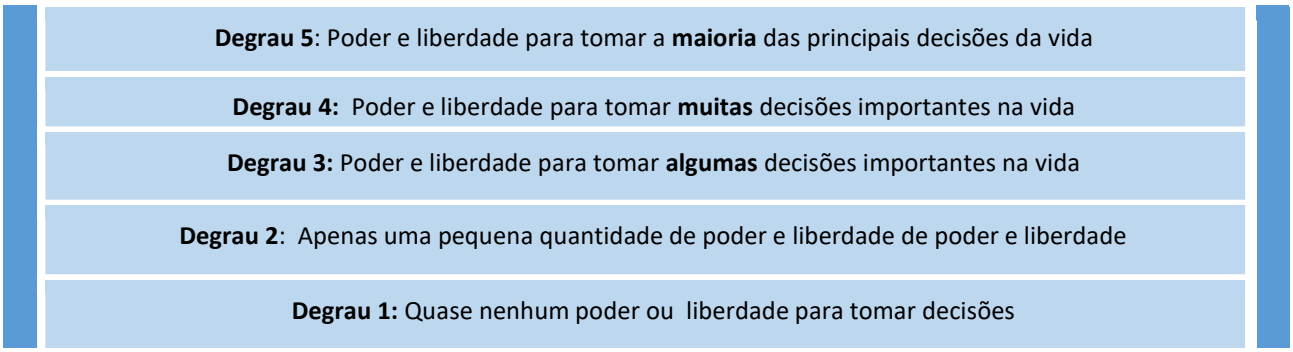
3 Número total de mulheres presentes abaixo de 35 anos na reunião_____

This questionnaire will be applied only to women from the communities to carry out community consultations, as part of the project

1.Na nossa vida temos bastante desafios (*problemas*/*sofrimentos*):
a. Quais são os 3 desafíos maiores nesta comunidade para mulheres?
b. Quais são os desafíos maiores para mulheres chefes da familia?
c. Quais são os desafíos maiores para mulheres jovens?
2.O quê gostariam de ver na sua comunidade para reduzir/aliviar os desafíos (sofrimento)? Que beneficios gostariam de ter através do projecto?
3.Como vocês acham que podem ser envolvidos/participar a todos os níveis deste projecto?
4.Imagine que estamos em frente duma escada que tem cinco degrau:
Para a facilitador/*a:* Pede às participantes para reflectir sobre qual é a situação ***mais comum*** na sua comunidade. Devem refletir sobre a ***situação das suas vizinhas, suas irmãs***, não sobre a sua vida própria (já que são membros dum comité ou associação, é provável que tomam mais decisões elas próprias do que as suas vizinhas) . Devem escolhar o passo/degrau

que é mais relevante para uma maioria das mulheres na sua comunidade, em vez de apenas para as suas próprias circunstancias ***Figure 17***1.

Figure 17. Escada do Poder e da Liberdade



No primeiro degrau (no fundo) as mulheres desta comunidade tem pouca oportunidade para tomar decisões próprias sobre assuntos importantes nas suas vidas. Esta mulher tem de pedir permissão do marido ou outro membro familiar para todas actividades: para ir a machamba, para visitar as amigas. Ela não tem nenhum poder sobre o rendimento da casa, Esta mulher não pode recusar cosinhar, ou qualquer outra activdade apesar estar cansada.

No segundo degrau, a mulher que pode fazer algunas decisões da vida dela sem pedir permissão do marido ou outro familar. Por exemplo, E ela podia ir a machamba ou visitar amigas. Mas ela não tem nenhum poder sobre o rendimento da casa. Não pode recusar fazer as suas tarefas na casa embora esteja cansada.

No terceiro degrau, há mulheres que fazem decisões próprias sobre a vida na sua aldeia, p.ex. ir a machamba, ir visitar amigas, sem falar com o seu marido (ou outro membro familiar) e pode discutir junto o seu marido sobre o uso de dinheiro da machamba.

No **quarto degrau,** as mulheres têm bastante liberadade para tomar decisões sozinhas sem pedir permissão do marido ou outro membro familiar sobre que tipo de machamba (ou outra actividade económica) quer fazer, e como usar o dinheiro da machamba e do negócio, se quiser viajar para a vila ou cidade ou se quiser estudar.

No degrau mais alto, o **quinto degrau**, as mulheres são aquelas que têm grande capacidade para tomar decisões importantes sobre a sua vida, incluindo sobre sua vida de trabalho, sobre os seus filhos, o uso o dinheiro do seu rendimento,. Ela pode começar ou terminar um relacionamento na sua vida pessoal sem pedir permissão. Pode decidir fazer negócio sem pedir permissão do seu marido ou outro membro familiar. Pode decidir viajar sem pedir permissão.

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Annex 11: Procurement Plan

N°	Purpose	Estimated amount from GEF project (USD)	Estimated Transmission date	Estimated Non-objection Date	Estimated Publication Date	Estimated Opening Date	Estimated Evaluation Date	Estimated Awarding Date	Estimated Start Date	Estimated End Date
1	Recruitment of the Project Manager (UNDP)	420,000	16-Jan-26	23-Jan-26	30-Jan-26	13-Feb-26	06-Mar-26	27-Mar-26	10-Apr-26	14-Jan-33
2	Recruitment of the Project Procurement and Financial Assistant (Financial Analysis, contract oversight accounting and bookkeeping, Logistics, administrative support, travel management, compliance with UNDP requirements)	294,000	16-Jan-26	23-Jan-26	30-Jan-26	13-Feb-26	06-Mar-26	27-Mar-26	10-Apr-26	14-Jan-33
3	Recruitment of the Knowledge Management and M&E Expert	294,000	16-Jan-26	23-Jan-26	30-Jan-26	13-Feb-26	06-Mar-26	27-Mar-26	10-Apr-26	14-Jan-33
4	Recruitment of the Gender and Safeguards Expert	294,000	16-Jan-26	23-Jan-26	30-Jan-26	13-Feb-26	06-Mar-26	27-Mar-26	10-Apr-26	14-Jan-33
5	Recruitment of the Business Development Advisor (International)	510,000	16-Jan-26	23-Jan-26	30-Jan-26	13-Feb-26	06-Mar-26	27-Mar-26	10-Apr-26	15-Jan-31
6	Recruitment of the Biodiversity Conservation Expert	292,500	16-Mar-26	23-Mar-26	30-Mar-26	13-Apr-26	04-May-26	25-May-26	08-Jun-26	12-Sep-32
7	Recruitment of the Outreach and Communications, part-time 50%	146,250	16-Mar-26	23-Mar-26	30-Mar-26	13-Apr-26	04-May-26	25-May-26	08-Jun-26	12-Sep-32
8	Recruitment of the Landscape Coordinator & Community Engagement Officer, based in Lichinga, supporting communities in Rovuma-Lugenda Landscape	195,000	16-Mar-26	23-Mar-26	30-Mar-26	13-Apr-26	04-May-26	25-May-26	08-Jun-26	12-Sep-32
9	Recruitment of the Landscape Coordinator & Community Engagement Officer, based in Cheringoma (indicative), supporting communities in Gorongosa-Marromeu Landscape	195,000	16-Mar-26	23-Mar-26	30-Mar-26	13-Apr-26	04-May-26	25-May-26	08-Jun-26	12-Sep-32
10	Recruitment of the IT and GIS expert based at ANAC	234,000	16-Mar-26	23-Mar-26	30-Mar-26	13-Apr-26	04-May-26	25-May-26	08-Jun-26	12-Sep-32
11	Contractual Services-Company| Conduct the assessments and prepare plans foreseen in the ESMF in the project's Year 1. Procure through UNDP's roster or advertise internationally with an RFP. All technical details for preparing the TOR are included in the annexures of PRODOC Annex 8 (Environmental and Social Management Framework or ESMF). The ESMF is the safeguard tool that outlines how UNDP manages environmental and social risks across its projects, particularly when the full scope of activities and potential impacts are not yet known at the time of approval (e.g., in projects with multiple sub-projects or evolving investments). Should the procurement be conducted through a single consultancy to be tendered out (as opposed to engaging individual consultants through UNDP's roster), the informaiton herein applies. Duration approx. 8 months. Summary TOR is otherwise included in Annex 7A, Tender 19.	250,000	16-May-26	18-May-26	20-May-26	22-Mar-26	12-Apr-26	03-May-26	17-May-26	15-Jan-27
12	Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. Mandate: "Outputs 1.1 and 1.2 (JAPCOCCs): (National JAPCOCC Operationalization Support – Equipment, Training and Advisory Services). Support (nat. Level, new systems)." Tender will be published through the UNDP Procurement Portal. The selection will ensure technical and financial capacity, prior experience in similar projects, and compliance with environmental and social safeguards. TOR included in Annex 7A. Key deliverable: Strengthened operational capacity of	300,000	16-May-26	18-May-26	20-May-26	17-Jun-26	08-Jul-26	29-Jul-26	12-Aug-26	11-Aug-30

N°	Purpose	Estimated amount from GEF project (USD)	Estimated Transmission date	Estimated Non-objection Date	Estimated Publication Date	Estimated Opening Date	Estimated Evaluation Date	Estimated Awarding Date	Estimated Start Date	Estimated End Date
	JAPCOCC through equipment provision, personnel training, institutional protocols, and sustained advisory support for integration with decentralized enforcement units. Duration approx. 4 years. TOR included in Annex 7A., Tender 1.									
13	Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. Mandate: "Outputs 1.6 (New Systems) - To support the implementation of Output 1.6 modernize and institutionalize governance mechanisms for conservation in Mozambique. This includes the development of new policy directives, administrative procedures, inter-institutional coordination mechanisms, and technical guidelines, specifically Activities 1.6.1 to 1.6.5". Tender will be published through the UNDP Procurement Portal. The selection will ensure technical and financial capacity, prior experience in similar projects, and compliance with environmental and social safeguards. TOR included in Annex 7A. Key deliverable: Strengthening institutional governance, transparency, and accountability through the development of national conservation directives, standardized procedures, digital workflows, internal knowledge systems, and stakeholder-validated policies that integrate gender and safeguards. Duration approx. 2.2 years (max. 3 years). TOR included in Annex 7A, Tender 11.	150,000	16-May-26	18-May-26	20-May-26	22-Mar-26	12-Apr-26	03-May-26	17-May-26	16-May-29
14	Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. Mandate: "Output 2.1, (nat. Level, new systems). Purpose: To support the implementation of Output 2.1, specifically Activities 2.1.1 to 2.1.6, by producing high-quality ILUMPs." Three ILUMPs will be developed covering: (1) Gorongosa–Marromeu Landscape (Eastern Flank); (2). Quirimbas National Park; (3). Rovuma–Lugenda Landscape (Central Corridor): Procurement to be conducted through 3 lots. Tender will be published through the UNDP Procurement Portal. The selection will ensure technical and financial capacity, prior experience in similar projects, and compliance with environmental and social safeguards. Method: RFP. Duration approx. 3 years. TOR included in Annex 7A, Tender 12.	400,000	16-May-26	18-May-26	20-May-26	22-Mar-26	12-Apr-26	03-May-26	17-May-26	16-May-29
15	Service provider to be procured through international competitive bidding conducted by UNDP in accordance with its global procurement standards. Method: RFP. Mandate: "Output 2.2, (nat. Level, new systems). To support the implementation of Output 2.2, specifically Activities 2.2.1 to 2.2.5, by delivering technical services for Tender will be published through the UNDP Procurement Portal. Deliverables •Review of existing SOPs and security plans across key protected areas and conservation units; • Development of updated SOPs for patrols, intelligence, data handling, and incident response; • Drafting of integrated and gender-sensitive security plans for JAPCOCCs, HWIRUs, and protected areas; • Facilitation of validation workshops with ANAC, co-	193,000	16-Jun-26	18-Jun-26	20-Jun-26	22-Mar-26	12-Apr-26	03-May-26	17-May-26	16-May-29

N°	Purpose	Estimated amount from GEF project (USD)	Estimated Transmission date	Estimated Non-objection Date	Estimated Publication Date	Estimated Opening Date	Estimated Evaluation Date	Estimated Awarding Date	Estimated Start Date	Estimated End Date
	management partners, and community stakeholders; • Design of training modules and rollout of internal capacity-building for SOP implementation. (conduct needs assessment first)| Duration approx. 2- 3 years.TOR included in Annex 7A, Tender 13.									
16	Service provider to be procured to support the implementation of Outputs 4.1 through 4.5, particularly Activities 4.1.1 to 4.5.4. Mandate / Purpose: To design and deliver inclusive environmental education, communication, and knowledge-sharing initiatives that promote biodiversity conservation and institutional learning., under Output 4.1 through 4.5 on the Integrated Delivery of Knowledge Management, Environmental Education, Communication, and Institutional Capacity-Building. A multidisciplinary service provider (or consortium) will be selected based on experience in education, communication, knowledge management, and institutional capacity-building. Procurements may be split into several lots according to technical packages and timeline. ANAC will procure a service provider according to NIM procurement rules. Advertise nationally with an RFP. The selection process will ensure the service provider has relevant technical expertise and can work in collaboration with government and NGO partners. Duration approx. 6.5 years. TOR included in Annex 7A, Tender 18.	656,464	16-Jul-26	18-Jul-26	20-Jul-26	22-Mar-26	12-Apr-26	03-May-26	17-May-26	13-Nov-32
17	This is a reserve budget, for which procurement should be conducted if there is an emergency. Purpose: Costs of addressing emerging and emergency security risks. UNDP's rapid deployment procedures in the case of emergencies will apply for quickly procuring services necessary for securing project personnel, and if needed, ANAC staff involved in the project as well as staff from responsible parties. Should the funds not be necessary in the first year, they will be transferred through budget revisions to year 2 (and so on and so forth). If by the project's year 7 the amount would not be needed, it can be redistributed to awareness raising and training budget lines.	100,000	16-Aug-26	18-Aug-26	20-Aug-26	22-Mar-26	12-Apr-26	03-May-26	17-May-26	20-Dec-32
18	Inception workshop with all associated costs. Total: $11,336. Procure a suitable venue in Maputo. Three quotes compared would suffice.	11,336	16-May-26	16-May-26	16-May-26	22-Mar-26	05-Apr-26	12-Apr-26	26-Apr-26	08-Jul-26
19	Procure utilities, security services, internet and insurance (2000*7years) = $14,000.00. Low value recurrent but yet essential services. RFQ, if applicable.	14,000	16-Mar-26	23-Mar-26	30-Jan-26	13-Feb-26	06-Mar-26	27-Mar-26	10-Apr-26	08-Apr-33
20	Equipment| Various IT equipment for the project's core team (laptops, printers, software subscriptions, IT support for installation). Lump sum estimates are per head for 7 years, with most equipment bought in year 1 and subscriptions spread across years. (conduct needs assessment first) Method: RFQ.	28,600	16-Mar-26	18-Mar-26	20-Mar-26	22-Mar-26	12-Apr-26	03-May-26	17-May-26	15-May-33
21	Equipment and/or furniture to be bought with TRAC funds| At least one all-terrain vehicle for supporting project implementation. Other items include furniture and IT equipment for the project team may also be purchased according to needs (conduct needs assessment first). Method: RFQ.	89,720	16-Mar-26	18-Mar-26	20-Mar-26	22-Mar-26	12-Apr-26	03-May-26	17-May-26	15-Nov-26

Annex 12: Additional agreements - LOE

REPUBLIC OF MOZAMBIQUE

MINISTRY OF LAND AND ENVIRONMENT
NATIONAL DIRECTORATE OF CLIMATE CHANGE

03rd April 2023

To: Pradeep Kurakulasuriya
Executive Coordinator, Environmental Finance
UNDP
New York, NY 10016, UDA

Subject: Endorsement for "Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM).

In my capacity as GEF Operational Focal Point for Mozambique, I confirm that the above project proposal (a) is in accordance with my government's national priorities, and our commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders, including the global environmental convention focal points.

I am pleased to endorse the preparation of the above project proposal with the support of the GEF Implementing Agency(ies) listed below. If approved, the preparation of the proposal will be supported by and the project executed by Ministry of Land and Environment MTA[1]. I request the GEF Implementing Agency(ies) to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing (from GEFTF) being requested for this project is US$16,800,00, inclusive of project preparation grant (PPG), if any, and Agency fees for project cycle management services associated with the total GEF Project Financing. The financing requested for Mozambique is detailed in the table below.

Source of Funds	GEF Agency	Focal Area Source	Amount (in US$)				
			GEF Project Financing	GEF Project Financing Agency Fee	Project Preparation Grant (PPG)	Project Preparation Grant (PPG) Agency Fee	Total
GEFTF	UNDP	BD STAR Allocation	11,334,633	1,020,117	225,000	20,250	12,600,000
GEFTF	UNDP	STAR IP Matching Incentives	3,778,211	340,039	75,000	6,750	4,200,000
Total GEF Resources			15,112,844	1,360,156	300,000	27,000	16,800,000

[1] Subject to the capacity assessment carried out by the GEF Implementing Agency, as appropriate.

The STAR resources indicated above are being endorsed for the project listed above and submitted by the GEF Implementing Agency via the GEF Portal.

Sincerely,

Eduardo Baixo

Eduardo Baixo
Head of Department

Copy to: Convention Focal Point for UNFCCC
Convention Focal Point for UNCBD
Convention Focal Point for UNCCD

Annex 13: LOA between UNDP and IP requesting UNDP Support Services[27]



STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES

Dear Mr. Pejul Calenga,

1. Reference is made to consultations between officials of the Government of Mozambique (hereinafter referred to as the "government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed project on Transforming Wildlife Conservation and Livelihoods at Landscape Scale in Mozambique – TRANSFORM UNDP PIMS 6699/GEF ID 11150). UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant project document, as described below.

2. The UNDP country office may provide support services for assistance with project implementation and execution of activities. In providing such support services, the UNDP country office shall ensure that the capacity of ANAC, I.P. is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office. The costs for providing the proposed execution support services will be fully covered by UNDP and not charged to GEF resources.

3. The UNDP country office may provide, at the request of the Ministry of Agriculture, Environment and Fisheries **(MAAP)/** Administração Nacional das Áreas de Conservação (ANAC, I.P.), the following support services for the activities of the project:

(a) Identification and/or recruitment of key Project Management Unit staff
(b) Procurement of international consultants and experts
(c) Procurement of goods and services (complex processes)
(d) Facilitation of international travel

4. The procurement of goods and services (complex processes) and the recruitment of project management unit key personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies, and procedures. Support services described in paragraph 3 above shall be detailed in an **annex to the programme support document or project document**, in the form provided in the **Attachment** hereto. If the requirements for support services by the country office change during the life of the project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and MAAP/ ANAC, I.P.

5. The relevant provisions of the **UNDP Standard Basic Agreement with the Government of Mozambique dated 27 September 1976** (the "SBAA") including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government of Mozambique shall retain overall responsibility for the nationally managed project through its designated institution, ANAC,

[27] If required on exceptionalbasis and authorized by the GEF.

I.P. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as it may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

Signed on behalf of UNDP
Edo Stork
Resident Representative

For Ministry / ANAC, I.P.
Pejul Calenga
ANAC, I.P. , General Director

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Administração Nacional das Áreas de Conservação (ANAC, I.P.), the institution designated by the Government of Mozambique and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project "Transforming Biodiversity Conservation and Livelihoods and at Landscape Level in Mozambique", "the Project".

2. In accordance with the provisions of the letter of agreement signed on xxx and the project support document ["Transforming Wildlife Conservation and Livelihoods and at Landscape Scale in Mozambique"], the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Recruitment of project key staff	Year 1-7	As per Universal Price List (UPL)- attached	$5,058.81
2. Programme management support	Year 1-7	As per Universal Price List (UPL)- attached	$7,483.36
3. Procurement of selected goods and services	Year 1-7	As per Universal Price List (UPL)- attached	$18,227.32
4. Facilitation of international travel	Year 1-7	As per Universal Price List (UPL)- attached	$27,191.55
5. Direct payment of selected items	Year 1-7	As per Universal Price List (UPL)- attached	$52,318.96
		Total	**$110,280.00**

4. Description of functions and responsibilities of the parties involved:

UNDP obligations:

UNDP is responsible for:

g) Recruitment of project management unit key staff
g) UNDP services for procurement international consultants and
g) As the GEF implementing agency, UNDP is responsible for the achievement of expected results and undertakes to monitor and oversee the implementation of all activities described in the project document, in partnership with key stakeholders, according to the project document,
g) UNDP is committed to providing supportive technical and financial supervision and will closely monitor the project implementation under UNDP rules and procedures,
g) UNDP will provide technical support services to the project and will play a key role in the overall donor coordination in the forum of the development partners,
g) UNDP is committed to supporting the government in the implementation of capacity-building activities, related to project management and procurement,
g) UNDP will provide support services for the implementation of the project as defined in section 3 of Appendix 1.

MAAP/ ANAC, I.P. **obligations:**

MAAP/ ANAC, I.P. is responsible for:

a) Project planning, coordination, management, monitoring, evaluation and reporting, documentation of lessons. This includes providing all required information and data necessary for timely, comprehensive, and evidence-based project reporting;
b) Ensuring that project-level M&E is undertaken by national entities, at central, provincial and district levels, and that is aligned with national systems so that the data used and generated by the project supports national statistics and reporting systems;
c) Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation
d) Procurement of goods and services, including recruitment of project personnel;
e) Engaging and contracting of Project Responsible Parties to deliver on selected project outputs
f) Financial management, including overseeing financial expenditures against project budgets;
g) Approving and signing the annual and multi-year workplans;
h) Approving and signing the combined delivery reports during the implementation of the project;
i) Signing the financial report or the funding authorization and certificate of expenditures;
j) Management of the government's contribution to the project, including the disbursement of funds and financial reporting in accordance with rules and Government procedures, as the national counterpart of the project;
k) Providing support to the effective coordination of the project with other agencies and national partners to ensure that lessons learned from the project are integrated into all relevant natural resource initiatives,
l) Ensuring ownership and supporting the sustainability and replication of project results,
m) Providing overall project management as a national implementing partner, including the daily management of the project; and
n) Providing the premises and facilities of the project team.

Annex 14: GEF CEO Endorsement/Approval

See separate file.

Annex 15: On-Granting Provisions Applicable to the Implementing Partner[28]

Annex 15
(to attach to the Project/Portfolio Document when UNDP is NOT the Implementing Partner)

On-Granting Provisions Applicable to the Implementing Partner

Whereas the Implementing Partner ("IP") has been selected by UNDP and the Government to undertake grant-making activities under the Agreement in accordance with the Project/Portfolio Document (Annex A), the IP agrees to be bound by the following additional provisions:

1. Grant Award Process

1.1 The IP shall be fully accountable for the completion of all grant making activities in accordance with its financial regulations, rules and policies, to the extent that they are consistent with UNDP's grant policies and Financial Regulations and Rules. If they are not consistent, UNDP's grant policies and Financial Regulations and Rules must be followed.

[28] On-granting clauses for non-UNDP Implementing Partners can be found here. This applies in cases where on-granting is built into the design and to the extent that it complies with the UNDP Policy on Low Value Grants (LVGs).

1.2 The IP shall conduct an assessment of grant recipient proposal(s) against set selection criteria established in the Project/Portfolio Document or in the call for proposals, and shall submit eligible grant proposal(s) to the Project/Portfolio Board or designated grant selection committee for consideration and final selection.

1.3 The IP shall ensure that:

a. the grant award process is organized in a fully transparent manner that guarantees impartiality and equal treatment to all applicants;

b. all stages of the grant award process are formally documented through standardized checklists and forms;

c. grants are awarded in accordance with formal rules of procedure, including adequate due diligence policies and processes;

d. the evaluation process is based solely on the established criteria for eligibility, selection and exclusion as indicated in the call for proposals;

e. the grant recipient is duly organized and in good standing in its state/country of organization, as well as the eligibility of activities to be carried out with the grant award;

f. all applicants are notified in writing of the grant award outcome;

g. the grant award decision is made public within a reasonable timeframe following its issuance;

h. grant funds are channeled transparently and effectively to grant recipients;

i. no grant is awarded retroactively for activities already started or completed at the time of the application; and

j. procedures are in place (and set forth in any agreements the IP enters into with grant recipients pursuant to this Agreement) to:

i. recover grant funds unduly paid, and/or to prevent and address irregularities and fraud by the grant recipient; and

ii. suspend, reduce or terminate the grant if the grant recipient fails to comply with its obligations.

1.4 Funding provided by the IP to any individual grant recipient shall not exceed $150,000 per individual grant and $300,000 on a cumulative basis within the same programme period.

2. Managing and Monitoring Performance of Grant Recipient(s)

2.1 The IP shall supervise and monitor the grant recipient's activities and its achievement of specified results pursuant to the grant proposal selected by the Project/Portfolio Board or designated grant selection committee, including the schedules set forth therein.

2.2 The IP shall measure the grant recipient's performance based on results achieved against agreed performance targets in the grant agreement. Performance shall be monitored and assessed through the progress narrative and financial reports specified in Section 3 below.

2.3 The IP shall ensure that each deliverable for which a grant recipient is responsible for achieving has an effective performance target against which the grant recipient must report periodically and which the IP will monitor through regular reporting, at least on an annual basis.

2.4 UNDP may, during the term of the Agreement, undertake various independent assurance measures (such as spot checks or audits) regarding the IP's activities that are the subject of this Agreement, including monitoring and oversight, as well as independent assurance measures of the Responsible Party (where applicable) and grant recipients' programmatic and financial activities.

3. Reporting and Audit

3.1 The IP shall have in place its own systems to assess and monitor the grant recipient's activities and use of grant funds, including reporting and audit requirements.

3.2 The IP shall ensure the timeliness and accuracy of the grant recipient's reporting in relation to the grant and shall be responsible for the management of the grant recipient's audits. The IP shall determine the frequency of audits of grant recipient(s), evaluate audit quality, and monitor audit findings and any corrective measures to ensure resolution. Notwithstanding the above, UNDP shall have the right to audit or review the IP's and the grant recipient's related books and records as it may require.

3.3 The IP shall consolidate the reporting from grant recipient(s) and submit **annual financial and narrative progress reports** to UNDP no later than 30 days after the end of the year. In the event that the IP engages a Responsible Party to undertake its grant-making obligations and responsibilities (as further described in Section 5 below), the IP shall cause the RP to consolidate the **annual financial and narrative progress reports** from grant recipient(s) and submit the aforementioned to the IP no later than 30 days after the end of the year. The IP will in turn review and submit the consolidated reports to UNDP no later than 45 days after the end of each year.

3.4 The IP shall provide progress reports ("Performance Reports") including financial and narrative information, to UNDP at least 30 days before the expected release of the next tranche or at least annually within 30 days after the end of each year until the activities have been completed. In the event disbursement of funds from UNDP to the IP is to be made quarterly, Performance Reports should be submitted to UNDP on a quarterly basis. The Performance Reports should include a dated certification by the IP's representative with institutional responsibility for financial reporting.

3.5 The IP shall ensure that the grant recipient(s) are audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the grant recipient(s).

4. Responsibility of the IP

4.1 The IP shall be solely liable for claims by third parties arising from the grant recipient's acts and/or omissions in the course of performing activities under the agreement entered into with the IP pursuant to this Agreement. UNDP shall assume no responsibility for the actions of grant recipients and shall in no way be held liable for third party claims arising therefrom.

5. Engagement of a Responsible Party to Undertake the IP's Grant-Making Responsibilities and Obligations

In the event that the IP engages a Responsible Party ("RP") to undertake its grant-making responsibilities, the IP agrees to the following additional provisions:

5.1 In selecting an RP to undertake the grant-making activities, the IP shall use the same capacity assessment process and due diligence standards applied by UNDP to assess the IP's financial and grant management skills prior to signing this Agreement.[29] The IP shall select the RP in consultation with the Project/Portfolio Board, as such term is defined in the Project/Portfolio Document, and which includes UNDP and the IP.

5.2 The IP shall sign an agreement with the RP, the terms of which shall be subject to, and construed in a manner that is fully in accordance with, all of the provisions of this Agreement. The IP shall remain responsible for the acts and omissions of the RP in relation to the on-granting activities as if they were the acts and omissions of the IP.

5.3 The IP shall ensure that all provisions, commitments and performance standards that apply to the IP in Paragraphs 1 – 3 above shall apply to the RP unless otherwise agreed by UNDP.

5.4 The IP shall ensure that each responsibility contracted to the RP has an effective performance indicator against which the RP must report periodically and which the IP will monitor through regular reporting and spot-checking, at least on an annual basis.

[29] The UNDP Partner's Capacity Assessment tool is available here - Partner Capacity Assessment.

5.5 Funding provided by the RP to any individual grant recipient shall not exceed $60,000 per individual grant and $120,000 on a cumulative basis within the same programme period.

5.6 The disbursement of grant-making funds from UNDP to the IP shall be made quarterly and in arrears upon submission to and acceptance by UNDP of the quarterly narrative and financial reports provided in Paragraph 3.4 above.

5.7 Payments from the IP to the RP must be made as Performance-Based Payments and contingent solely upon or subject to the achievement of specific results. The RP shall self-finance all or a significant portion of the grant funds necessary to achieve the required measurable results until the pre-agreed performance measures are achieved by the RP and the grant recipients, as measured and approved by UNDP.

5.8 The IP shall ensure that the RP is audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the RP.

5.9 Any attempted or purported assignment, delegation or other transfer of obligations of the IP set forth in the above on-granting Provisions shall be void and have no effect, except with the prior written consent of UNDP.

Annex 16: Terms of Reference for Project Board and Project Team

Annex 16.1 UNDP Standard Terms of Reference (TOR) for the Project Steering Committee of the Project "Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM)" - GEF ID 11150 / 6699

Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this TOR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: 'Project Board' or 'Project Steering Committee.'

The Project Steering Committee (PSC) is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

In the case of this project, the **Project Board will be a selected sub-set of the Project Steering Committee**, or sub-a committee within it, which includes all the PSC regular members, among them the project's co-financiers, but not those that also have a Responsible Party role. This is to avoid conflicts of interest, in the case when Responsible Parties are also providing co-financing to the project.

While the **PSC** is tasked with discussing strategic matters related to the project, collectively assessing progress and high-level implementation issues, the **Project Board** will convene right after the meeting of the PSC is adjourned and will formally make decisions on these matters.

The separation of duties between the Project Board and the PSC is necessary in the case of this project because responsible parties are also providing co-financing to the project.

Duties and Responsibilities

The two prominent (mandatory) roles of the Project Steering Committee are as follows:

1) **High-level oversight of the project** (as explained in the "Provide Oversight" section of the PPM). This is the primary function of the Project Steering Committee. The Project Steering Committee reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Steering Committee is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the program or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The Project Steering Committee also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP program or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

   The Project Steering Committee reviews updates to the project risk log.

2) **Approval of key project execution decisions** (as explained in the "Manage Change" section of the PPM). The Project Steering Committee has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

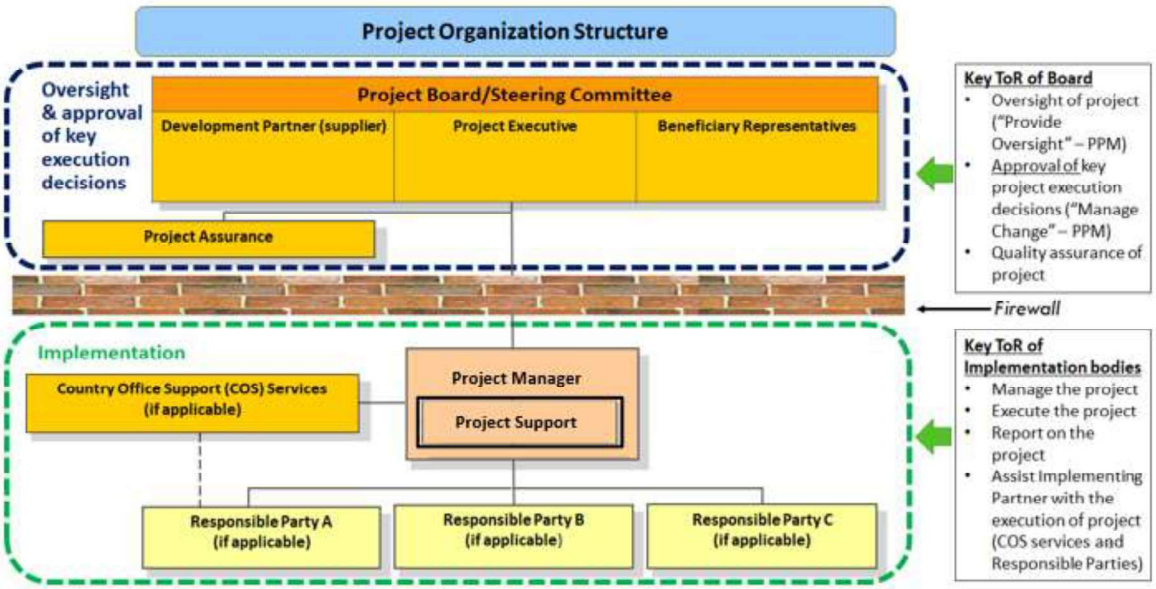
The Project Steering Committee is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Steering Committee approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Steering Committee as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles

(For the graph applicable to TRANSFORM project, refer to PRODOC section VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS)



In cases where UNDP or a national government entity are concurrently playing roles and represented in both layers of the project organization structure, the entity must seek to separate its project oversight and implementation duties and describe in the relevant project document a: 1) satisfactory internal institutional arrangement for the separation of oversight and implementation functions in different departments of said entity and; 2) clear lines of responsibility, reporting and accountability within the entity between their oversight and implementation functions.

In order to ensure UNDP's ultimate accountability, the Project Steering Committee decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Steering Committee needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Steering Committee also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Steering Committee include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions 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 and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the (Project Board or Project Steering Committee) is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have

access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project.

- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Steering Committee can include, but are not limited to, the following:

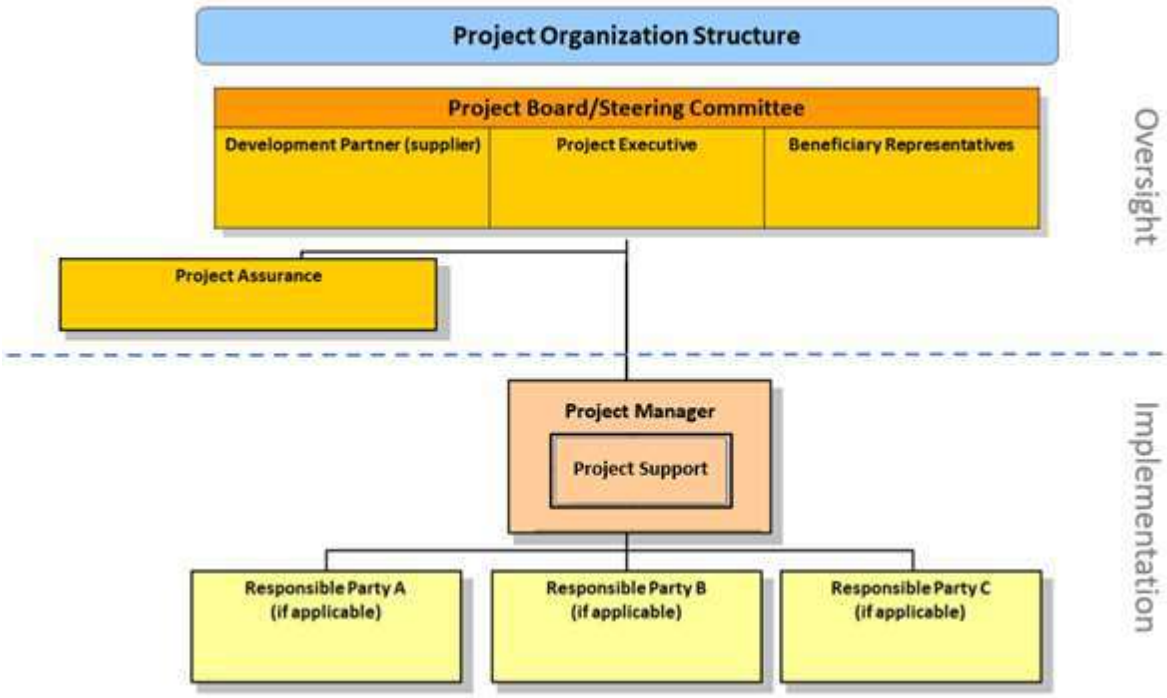
- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- 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;
- Act as an informal consultation mechanism for stakeholders;
- 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 lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Project Steering Committee.

Composition of the Project Steering Committee

As noted in the diagram below, every Project Steering Committee in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Steering Committee member must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 – Standard Figure for a Project Organization Structure

(For the graph applicable to TRANSFORM project, refer to PRODOC section VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS)



The three categories of Project Steering Committee members are the following:

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

4. **Project Director/Executive(s):** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation. In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. It will be represented by the Ministry of Agriculture and Environment (MAAP), acting as the principal decision-making authority responsible for resolving critical issues that may affect the course of the project.

5. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders 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. Often representatives from civil society, government entities, community leaders, representatives of local organizations, and/or women's and youth groups in the target landscapes benefiting from the project can fulfil this role; to ensure that the voices of communities and other target groups are reflected in project decisions, and that actions respond to their priorities, realities, and aspirations. There can be multiple beneficiary representatives on the Project Board. The direct beneficiaries of the TRANSFORM project are primarily rural communities living in and around the Gorongosa–Marromeu and Rovuma–Lugenda landscapes, including women, youth, and vulnerable groups. Also include local government officials, community rangers, conservation NGO staff, and representatives from civil society and academia who engage in planning, implementation, training, and monitoring activities.
6. **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. There can be multiple development partners representatives in a Project Steering Committee. The Development Partner(s) representative(s) is: *UNDP Resident Representative (RR)*

A **UNDP representative must always be represented in the Project Steering Committee** in either the project executive or development partner role.

Where applicable, representatives from responsible parties to the project cannot sit on the Project Steering Committee as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third-party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies.

Standard (Project Board or Project Steering Committee) Protocols

The Project Steering Committee must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Steering Committee will meet once annually.

Project Steering Committee members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Steering Committees must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Steering Committee.

Unless otherwise specified, Project Steering Committee decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Steering Committee or a UNDP staff member with delegated authority as the program manager.

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Steering Committee, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

Standard Outputs of Project Steering Committee Meetings

In its oversight function, the Project Steering Committee will (at a minimum) review and assess the following project-related evidence at each meeting:

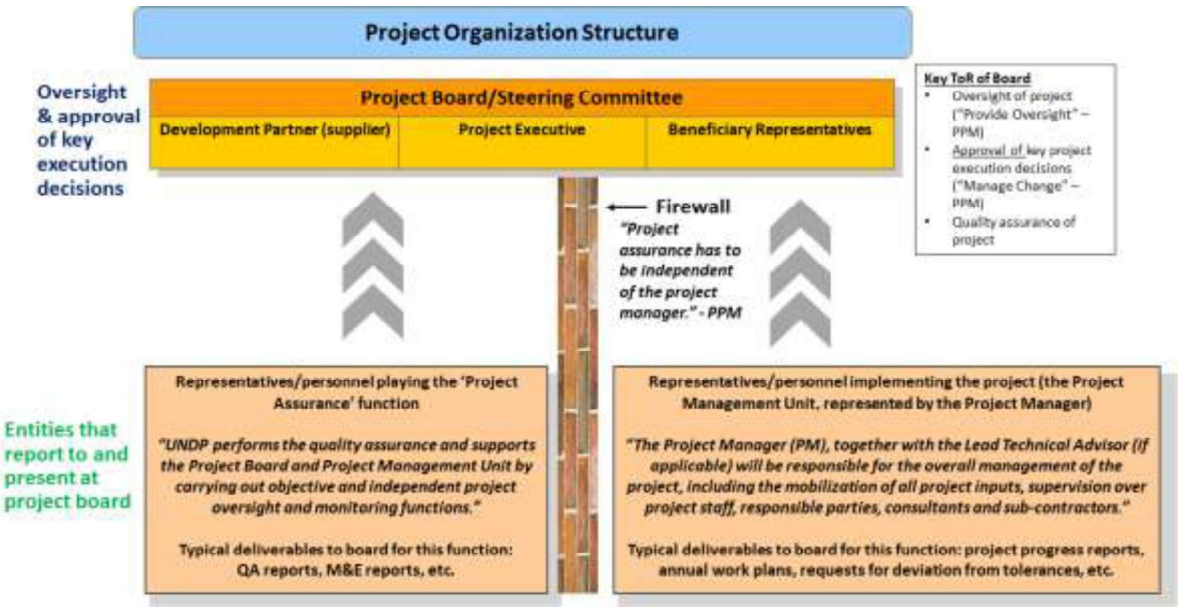
- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.
The output of every Project Steering Committee should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

Support Functions to the Project Steering Committee

There are two main entities/functions outside the Project Steering Committee structure whose role is to report to the Project Steering Committee and support board members in effectively fulfilling their roles: project assurance and project management. The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities



Project Assurance: Project assurance is the responsibility of each Project Steering Committee member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Management Unit by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Steering Committee cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution. In the case where UNDP is also supporting project implementation, protocols should be put in place ensuring proper segregation between UNDP's role in the Board and in the function of project assurance, and any concurrent role in implementation. In this case, UNDP's implementation oversight role in the project – as represented in the project board and via the project assurance function – is performed by Mr. Artan Said, Program Specialist. UNDP's execution role in the project (as requested by the implementing partner and approved by the GEF) is performed by Operations Manager with support from the Procurement Team, Finance Team and Human Resource and Administration Support Team of UNDP Country Office's Operations Unit, who reports to, Deputy Resident Representative.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Steering Committee meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is the Environment Focal Point.

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs. A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: *the project manager*

Annex 16.1.1) – Acknowledgement of this ToR by each designated official Project Steering Committee member

Note: The form/evidence for this acknowledgement must be included as an annex or codified in other ways (e.g. note to file or minutes of a board meeting)

The formal acknowledgement of the ToR by board members can be done via various procedures, including the following options:

1) Having copies of the ToR be signed by each appointed board member at the Appraise and Approve stage (LPAC) and then having all signed copies attached as an annex to the Project Document
2) Having the final ToR be signed by each appointed board member at the first project board meeting after Project Document signing with the approvals recorded in the minutes of the meeting

In both cases, the signature or acknowledgement should include the name, title and category of board representation for the person signing.

Annex 16.2 Terms of reference for the Project Manager/Coordinator

Project personnel:

Project Personnel	Total expected duration of the engagement	Time budget (%)	Seniority
Project Manager	84	100%	Senior
Procurement and Financial Officer	84	100%	Senior
Knowledge Management and M&E Expert	84	100%	Mid level
Gender and Safeguards Expert	84	100%	Senior
Business Development Advisor (International)	48	100%	Senior, international
Biodiversity Conservation Expert	78	100%	Senior
Outreach and Communications, part-time 50%	78	50%	Senior
Landscape Coordinator & Community Engagement Office supporting communities in the Landscapes X 2: One in based in GML and the other one in RLL.	78	100%	Junior-Mid level
IT and GIS Specialist based at ANAC, I.P.)	78	100%	Mid level

1) TOR for the Project Manager

The Project Manager will lead the project team, both from a technical and managerial / operational point of view, providing technical leadership and overall operational management for the successful execution and implementation of the project. This includes the daily responsibility to manage, coordinate and supervise the implementation of the project and the delivery of results, exerting the necessary quality control, in accordance with the project document and agreed work plans. Furthermore, the Project Manager will be responsible for financial management and disbursements, with accountability to the government and UNDP.

The Project Manager is located at the project's office in Maputo, and works administratively under the supervision of a designated officer within the National Agency for Conservation Areas (ANAC, Public Institute), reporting to the Project Board.

The recruitment of this particular position is proposed handled by UNDP upon request from ANAC, I.P./MAAP.

Duties and Responsibilities

Managerial Duties (70%)
Budgeted under PMC:

- Management the overall conduct of the project
- Plan the activities of the project and monitor progress against the approved workplan
- Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring plan, and update the plan as required.
- Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results.
- Ensure that changes are controlled, and problems addressed.
- Prepare and submit financial reports to UNDP on a quarterly basis.
- Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required.
- Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR.
- Prepare the GEF PIR;
- Provide technical support to progress against the GEF Core indicators.
- Provide technical backstopping for completion of assessments required by UNDP, spot checks and audits.

- Develop regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities.
- Develop lessons learned during project implementation.
- Draft the inception report no later than one month after the inception workshop.
- Submit any new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Assess major and minor amendments to the project within the parameters set by UNDP-GEF
- Oversee implementation plans including the gender action plan, stakeholder engagement plan
- Support the Mid-term review and Terminal Evaluation process.

Technical Duties (30%)
Budgeted under Component 1, Outcome 1:

- Oversee the development of ecological restoration plans for wildlife corridors to enhance connectivity
- Oversee implementation of effective management plans for Ramsar wetlands using advanced toolkits
- Oversee formulation and adoption of spatial land-use instruments and policies to guide sustainable development
- Provide technical support to environmental and social management plans;
- Develop technical tasks for PMU staff as necessary

The Project Manager will work closely with both the UNDP CO and the designated officer within the Implementing Partner Institution (ANAC, I.P.) to provide technical backstopping support for and ensuring the availability of information on progress and performance regarding the implementation of the project. The Project Manager will develop and provide progress reports on a monthly basis to UNDP CO and ANAC, I.P. These reports will include: i) status of activities; and ii) challenges encountered on the ground during project execution.

Required skills and expertise

- A university degree (MSc or PhD) in a subject related to environment, natural resources management, rural development, conservation, and/or sustainable agriculture, plus any other relevant topic.
- Minimum of 10 years relevant work experience including at least 5 years' experience as a lead project manager in relevant sectors.
- Experience in the public participation development process associated with environmental and sustainable development is an asset.
- Experience in working and collaborating within governments is an asset as well as experience in GEF projects.

Competencies

- Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects
- Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project
- Ability to coordinate and oversee the operational work of multiple Project Implementation Units (e.g. those managed by the responsible parties) in their implementation of technical activities in partnership with a variety of subnational stakeholder groups, including community and government
- Strong drafting, presentation and reporting skills
- Strong communication skills, especially in timely and accurate responses to emails.
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search
- Strong knowledge about the political and socio-economic context related to Mozambique's rural development and natural resource management
- Demonstrated solid knowledge of protected area restoration, ecology, forestry, and water resource management
- Excellent language skills in Portuguese (writing, speaking and reading), fluency in English.

2) TOR for the Procurement and Financial Officer (full time, 7 years, 100% managerial)

Scope of Work

Given the complexity of financial flows and procurement under a 7-year, multi-stakeholder GEF project, a senior assistant is needed to manage procurement integrity, financial compliance, and reporting across a diverse landscape and partner portfolio. The role supports both fiduciary management and capacity-building within ANAC, I.P.

The Project Procurement and Financial Assistant will be responsible for supporting the day-to-day financial, procurement, and logistical operations of the project, ensuring compliance with UNDP rules and procedures. This role will facilitate timely procurement of goods and services, maintain accurate accounting records, and support financial planning and reporting across all project components.

The recruitment of this particular position is proposed handled by UNDP upon request from ANAC, I.P./MAAP.

Duties and Responsibilities

- Lead and manage all key procurement processes related to the project, ensuring transparency, efficiency, and compliance with UNDP and national regulations, while strengthening ANAC, I.P.'s internal capacity and promoting a culture of sound public procurement.
- Provide operational and financial oversight support to the Project Manager and ANAC, I.P. including coordination across multiple Project Implementation Units (PIUs) and Responsible Parties, particularly in the execution of complex, multi-stakeholder procurement and contracting processes involving government and community-level partners.Lead the preparation and implementation of the annual procurement plan
- Ensure compliance with UNDP procedures for all procurement and contractual processes
- Conduct financial reconciliations, manage budget tracking, and support audit readiness
- Manage vendor relationships, tender processes, and procurement documentation
- Provide training and mentoring to project team and ANAC , I.P.'s staff on financial/procurement standards
- Support logistics, inventory, and fleet/travel management systems
- Liaise with CO finance, procurement, and HR teams on operational alignment
- Support the preparation and monitoring of the annual work plan and procurement plan in collaboration with the PMU.
- Conduct and track procurement processes (e.g., RFQs, RFPs, ICs) in accordance with UNDP and national procedures.
- Manage contracts, purchase orders, and service agreements, and oversee contract implementation.
- Maintain accurate and up-to-date records of financial transactions, including bookkeeping and accounting files.
- Prepare and process payment requests, monitor expenditures, and assist in financial reporting and audits.
- Coordinate logistical arrangements for project events, workshops, travel, and missions.
- Ensure proper documentation and filing of procurement and finance records.
- Liaise with UNDP CO operations team for compliance checks and quality assurance.
- Provide administrative support to the PMU and contribute to the implementation of project operational activities.

Reporting

The Procurement and Financial Assistant will report directly to the Project Manager, and work closely with the UNDP Operations team, particularly for compliance and technical backstopping. S/he will contribute to quarterly financial reports, procurement updates, and support external audit and monitoring missions.

Required skills and expertise

- Advanced university degree in Business Administration, Finance, Public Administration, Economics, or related field (post-graduate at least).
- At least 10 years of experience in procurement, financial management, or project administration.
- Familiarity with UNDP or UN agency procurement and finance procedures is an asset.
- Proven experience with procurement software, ERP platforms (e.g., Atlas/Quantum), and Excel-based financial tools.
- Excellent language skills in Portuguese (writing, speaking and reading), fluency in English.
- ADDITIONAL:
    - Experience managing procurement > USD 1 million under donor-funded programs

Competencies

- Proficiency in the use of computer software applications particularly MS Excel
- Strong organizational and planning skills.
- Team player with excellent interpersonal and communication skills.
- Results-oriented with a proactive and problem-solving attitude.

3) TOR for the Knowledge Management and M&E Expert

Scope of Work

The Knowledge Management and M&E Expert will design and implement systems to monitor project performance, ensure results-based management, and capture lessons learned. S/he will coordinate data collection, reporting, and support knowledge-sharing platforms to inform adaptive management and dissemination of project outcomes.

Duties and Responsibilities

- Develop and manage the M&E Plan aligned with the project's Results Framework, including baselines and indicators
- Maintain up to date databases relating the M&E and Knowledge Management (KM)
- Coordinate data collection, analysis, and reporting across project components
- Prepare quarterly and annual progress reports, GEF PIRs, and contributions to evaluations
- Lead knowledge management initiatives, including documentation of best practices and lessons

- Develop learning briefs and contribute to stakeholder learning events and communications products
- Ensure M&E systems are gender-sensitive and responsive to the project's Social and Environmental Standards (SES)
- Support project team in the use of monitoring tools, templates, and software
- Function as the liaison person for all matters relating to the Mozambique Child Project's engagement with the Global Wildlife Program (GWP) under GEF-8, ensuring alignment with the program's goal of addressing key threats to wildlife—illegal trade, human-wildlife conflict, and unsustainable use—while promoting biodiversity conservation and community prosperity.
- Seek productive partnerships for the project relating to KM, e.g. with university and research centers, both in Mozambique and abroad carving out cooperation agreements relating to the project's themes.

Reporting

The Knowledge Management and M&E Expert will report directly to the Project Manager and will work in coordination with the M&E Expert, the UNDP team, and responsible parties. The expert will also liaise with the UNDP Country Office in Mozambique on policy compliance and technical review matters.

Required skills and expertise

- Master's degree in M&E, Statistics, Environmental Studies, Public Policy, or related field
- Minimum 7 years of experience in M&E of environmental or rural development projects
- Proficiency in GEF and UNDP results-based management and knowledge tools
- Familiarity with gender-disaggregated data, GIS integration, and SES reporting
- Excellent skills in data management, writing, and facilitation.

Competencies

- Strong writing, editing, and public communication skills
- Excellent knowledge management, training and facilitation skills, including the ability to engage and mobilize a wide range of stakeholders around the M&E and KM themes;
- Proficiency in the use of computer software applications particularly MS Excel; (for maintaining databases, handling data and related topics), Power Point and others;
- Experience with GEF, UNDP, or other international donor-funded projects preferred.
- Familiarity with the cultural and social context of Mozambique, especially within the landscapes.
- Excellent language skills in Portuguese (writing, speaking, and reading), good mastery of English; knowledge of local languages is an asset.

4) TOR for Gender and Safeguards Expert (full time, 7 years)

Scope of Work

Under the guidance and supervision of the Project Manager, the Gender and Safeguards Expert will ensure that gender considerations and social and environmental safeguards are fully integrated into the design, implementation, monitoring, and evaluation of the project, contributing to inclusive, equitable, and sustainable benefits for all stakeholders. The Gender and Safeguards Expert will be specifically tasked with executing or ensuring the execution of the activities outlined in the Gender Action Plan (GAP) and the Social and Environmental Safeguards (SES) Framework, as well as monitoring their implementation, tracking progress, managing risks, and reporting on their results and impacts; promotes the equitable participation of women, youth, and vulnerable groups, and prevents negative social and environmental impacts.

Duties and Responsibilities

- Be in charge of ensuring the implementation and monitoring the Gender Action Plan, of the project's gender-responsive (and at times transformative) approach, including the actions, recommendations and indicators in the Gender Action Plan, as well as compliance with the Social and Environmental safeguards more broadly.
- Integrate gender equality, women's empowerment, and social inclusion considerations into all project activities, outputs, monitoring systems, and reports
- Ensure that all project activities comply with UNDP's Social and Environmental Standards (SES), particularly those related to gender, human rights, and environmental safeguards
- Support the development, operationalization, and monitoring of the Grievance Redress Mechanism (GRM) ensuring accessibility for all stakeholders, especially vulnerable groups
- Deliver and coordinate capacity-building activities on gender equality, environmental and social safeguards, and stakeholder engagement for project staff, partners, and community actors
- Ensure gender-sensitive and socially inclusive stakeholder consultations across all project components, including meaningful participation of women, youth, and marginalized groups
- Maintain systematic records and data disaggregated by sex, age, and other relevant factors for all project activities and results reporting

- Conduct gender and safeguards analyses, impact assessments, and risk monitoring as required by project activities and UNDP SES policies
- Contribute to project progress reports, evaluations, and communication materials by integrating gender, safeguards, and social inclusion perspectives.

Reporting
The Gender and Safeguards Expert will report directly to the Project Manager and will work in coordination with the M&E Expert, the UNDP team, and responsible parties. The expert will also liaise with the UNDP Country Office in Mozambique on policy compliance and technical review matters.

Required skills and expertise
- A university degree (MSc or PhD) in gender studies, social sciences, international development, human rights, environment, or a related field.
- At least 8 years of professional experience in gender mainstreaming and/or the implementation of safeguards in development or conservation programs.
- Strong knowledge of international frameworks on gender equality and social rights (e.g., CEDAW, ILO 169, GEF and UNDP safeguard standards).
- Experience in the public participation and development process associated with environmental and sustainable development is an asset.
- Experience in working with communities, including women, youth, and other vulnerable groups, preferably in rural areas, and multi-stakeholder engagement process, and/or gender equality and women's empowerment is an asset as well as experience in GEF projects.
- Proven ability to facilitate participatory processes and training in multicultural contexts.
- Strong technical writing and analytical skills.
- Excellent language skills in Portuguese (writing, speaking and reading), good mastery of English; knowledge of local languages is an asset.

Competencies
- Proven knowledge of gender mainstreaming methodologies and safeguard standards in development programming
- Proficiency in the use of computer software applications particularly MS Word and MS Excel (the latter for maintaining databases, handling data and related topics)
- Experience with GEF, UNDP, or other international donor-funded projects preferred.
- Familiarity with the cultural and social context of Mozambique.
- Commitment to equity, inclusion, and human rights.
- Political and institutional sensitivity to engage with diverse stakeholders.

6) TOR for the Business Development Advisor (International, 4 years)

Scope of Work
The Business Development Advisor will guide the implementation of Output 3.1 and 3.2, supporting local enterprises and SMEs to scale up nature-based income generation activities. S/he will provide strategic advice on the Challenge Grant mechanism and inclusive business development.

The recruitment of this particular position is proposed handled by UNDP upon request from ANAC, I.P./MAAP.

Duties and Responsibilities
- Design and oversee the implementation of the Challenge Grant mechanism, working closely with responsible partis to ensure adherence to the proposed purposes and the maximization of intended benefits, including the gender responsive approach proposed for the
- Support capacity-building for local SMEs and community entrepreneurs, assessing capacity, needs and directly conducting training of these stakeholders
- Advise the project team and ANAC,I.P. on sustainable business models and market linkages
- Advised, based on international experience, on the development of Component 2 activities focused on policy change
- Integrate climate-smart and gender-equitable livelihood strategies, being part of the team of consultants that will be based with developing the Livelihoods Action Plan and the Process Framework
- Monitor and assess business incubation outcomes that the project will be directly and indirectly fostering
- Support sustainability strategies for economic activities beyond project life
- Undertake any other task related to themes aligned with the concepts, ideas and business development that are part of the Wildlife Conservation for Development Integrated Program.

Reporting
The Business Development Advisor Expert will report to the Project Manager and work closely with other team members, ANAC, I.P. and other relevant technical specialists.

When and where needed, the Business Development Advisor will deputize the project manager and undertake essential technical tasks in his/her absence from office.

Required skills and expertise

- Advanced degree in Economics, Business, or Development
- Minimum 10 years' international experience in SME development, livelihoods, or nature-based enterprises
- Strong experience with challenge funds or grant management
- Knowledge of sustainable tourism, agroecology, and green supply chains

Competencies

- Strong writing, editing, and public communication skills
- Excellent interpersonal, facilitation, and negotiation skills, including the ability to engage and mobilize a wide range of stakeholders;
- Proficiency in the use of computer software applications particularly MS Excel; (for maintaining databases, handling data and related topics) and basic graphic design or social media management tools;
- Experience with GEF, UNDP, or other international donor-funded projects preferred.
- Familiarity with the Southern Africa topics relating to wildlife business management
- Excellent language skills in English (writing, speaking, and reading).
- Minimal mastery of Portuguese is an asset.

7) TOR for the Biodiversity Conservation Expert

Scope of Work

The expert will guide biodiversity monitoring and implementation of conservation-related outputs. S/he will ensure alignment with national PA strategies and support local biodiversity stewardship mechanisms.

Duties and Responsibilities

- Lead technical design of biodiversity-related activities and indicators
- Ensure PA management and community conservation plans are science-based and participatory
- Support ecological baseline assessments and M&E
- Coordinate with ANAC, I.P. and conservation NGOs
- Promote alignment with national biodiversity strategies and REDD+

Reporting

The Biodiversity Conservation Expert will report to the Project Manager and work closely with other team members, ANAC,I.P. and other relevant technical specialists.

Required skills and expertise

- MSc or higher in Conservation Biology, Ecology, or Natural Resources
- At least 10 years' experience in biodiversity monitoring, conservation, or PA management
- Familiarity with IUCN criteria, KBAs, and OECMs
- Knowledge of Mozambican ecosystems, biodiversity strategies, and national regulatory frameworks

Competencies

- Strong writing, editing, and public communication skills
- Excellent scientific knowledge on wildlife and threats to biodiversity at the landscape level;
- Proficiency in the use of computer software applications including but not limited to GIS data and tools such as MS Excel and others;
- Experience with GEF, UNDP, or other international donor-funded projects preferred.
- Familiarity with the cultural and social context of Mozambique, especially within the landscapes.
- Excellent language skills in Portuguese (writing, speaking and reading), good mastery of English; knowledge of local languages is an asset.

8) TOR for the Outreach and Communications expert, part-time 50%

Scope of Work

The Outreach and Communications expert will lead the project's visibility, branding, and strategic communications. S/he will be the focal point for stakeholder engagement within the project, side by side with the Gender and Safeguards Expert. S/he will also develop content for publication in multi-media platforms, manage visibility tools, and support outreach to stakeholders and communities.

Duties and Responsibilities

- Implement a Communication and Visibility Plan
- Manage project branding and content development (e.g., newsletters, briefs, social media)
- Coordinate with UNDP CO communications team
- Ensure gender-sensitive, locally relevant messages
- Track and report communications metrics

Reporting

The Outreach and Communications Expert will report to the Project Manager and work closely with other team members, ANAC, I.P. and other relevant technical specialists

Required skills and expertise

- Degree in Communications, Journalism, or related field
- Minimum 8 years' experience in strategic communications for development
- Excellent writing, editing, and content development skills
- Experience in biodiversity/environmental messaging preferred.

Competencies

- Strong writing, editing, and public communication skills
- Knowledge of websites and how to build them.
- Excellent interpersonal, facilitation, and negotiation skills, including the ability to engage and mobilize a wide range of stakeholders;
- Proficiency in the use of computer software applications particularly MS Office package and other (for maintaining databases, handling data and related topics) and basic graphic design or social media management tools;
- Experience with GEF, UNDP, or other international donor-funded projects preferred.
- Familiarity with the cultural and social context of Mozambique, especially within the landscapes.
- Excellent language skills in Portuguese (writing, speaking and reading), good mastery of English; knowledge of local languages is an asset.

9) TOR for the Landscape Coordinator & Community Engagement Officers (x2) supporting communities in the Landscapes

Scope of Work

The deployment of two officers are foreseen: one will be indicative based in Lichinga (covering sites in the Rovuma-Lugenda Landscape) and other one will be indicatively based in Cheringoma (covering sites in the Gorongosa-Marromeu Landscape). These officers will support implementation at the landscape level, focusing on participatory planning, local stakeholder engagement, and safeguards monitoring. They will work closely with the responsible parties implementing project activities within the respective landscapes and serve as a local liaison between ANAC, I.P. and these responsible parties.

Duties and Responsibilities

- Coordinate with local authorities, NGOs, and community leaders
- Support community engagement processes, representing ANAC, I.P. and the project, and ensuring that the consultation and engagement processes are not only gender-inclusive and but mostly gender-responsive (meaning that the processes actively address the different needs, roles, and opportunities of women, men, and marginalized groups to promote equity and inclusion in policies, programs, and outcomes).
- Facilitate livelihood, conservation, and land use activities, in particular the various activities under the following outputs:
    - Output 1.2) Decentralized APCOCC units within landscapes are equipped with modern surveillance technologies, staffed by trained personnel, and guided by inclusive, gender-responsive protocols.
    - Output 1.3) Human-Wildlife Incident Response Units (HWIRU), including both male and female community wildlife guardians, are equipped with smart technologies to collect and document incidents.
    - Output 1.4) Strategically located veterinary and translocation service centers are established in the landscapes and linked to HWIRU
    - Output 1.5) The connectivity between important biodiversity source areas is enhanced
    - Output 1.6) New conservation-sector directives, support systems and administrative procedures to combat illegal and unsustainable wildlife trade will be developed and applied through a gender responsive approach

- Output 3.1) TRANSFORM Livelihoods Innovation Challenge Incentive rolled out, supporting and establishing diversified community livelihoods through small and medium sized scale enterprises for nature-positive means of income generation in the target landscapes - 50% of incentives are slated to benefit businesses owned by women or where the majority of employees are women.
- Output 3.2) Alternative and enhanced livelihoods through mini-grants for supporting the generation of economic benefits for women and men in local communities including through eco-job programs, local wildlife management, ecosystem restoration and other initiatives under the TRANSFORM concept - 50% of the grants are slated to benefit women.
- Output 3.3) Established veterinary services combining the One-Health concept with behavioral and social change management with key tasks: health surveillance, monitoring, and preventive measures
- Output 4.1) Learning Centers established in the project landscapes, functioning as catalysts for the adoption of sustainable practices and behavioral change by communities, ensuring equitable access for women and men.
- Output 4.3) Inclusive campaigns, awareness raising and content for formal education programs are delivered to residents of the target landscape
- Output 4.3) Inclusive campaigns, awareness raising and content for formal education programs are delivered to residents of the target landscape

- Monitor social and environmental safeguards compliance
- Report on field progress and risks

Reporting

The Landscape Coordinator & Community Engagement Officers (x2) will report to the Project Manager and work closely with other team members, ANAC, I.P. and other relevant technical specialists

Required skills and expertise

- Degree in Rural Development, Environmental Sciences, or similar
- At least 5 years of experience working with communities in conservation/development
- Technical Knowledge of landscape governance, stakeholder engagement processes, safeguards, gender and social inclusion
- Familiarity with UNDP SES and local languages is an asset
- Strong facilitation and organizational skills.

Competencies

- Community engagement and facilitation
- Stakeholder coordination
- Knowledge of safeguards and inclusion
- Strong public communication skills
- Adaptability and problem-solving skills
- Deep sensitivity to gender inequality issues that affect the development conditions of women within the relevant landscape.
- Familiarity with the cultural and social context of the local populations within the relevant landscape for more effectively engaging with them.
- Excellent language skills in Portuguese (writing, speaking and reading), minimal mastery of English;
- Oral mastery at least one of local languages within the relevant landscape for more effectively engaging with them.

10) TOR for the IT and GIS expert based at ANAC, I.P.

Scope of Work

The IT and GIS expert will support GIS mapping, remote sensing, spatial analysis, and digital tools for biodiversity monitoring, land use, and planning systems, including various types of databases. S/he will also be in charge of maintaining a webpage within ANAC, I.P.'s page (or a website, if applicable) and social media presence for the project, so that it can better reach out to its stakeholders.

Duties and Responsibilities

- Develop and maintain GIS database for landscapes and PAs
- Provide technical support for spatial planning and land tenure tools
- Produce maps and analytics for planning and reporting
- Support remote monitoring tools and mobile data collection systems
- Web design as per requirements and needs

Reporting

The IT and GIS expert will report to the Project Manager and work closely with other team members, ANAC, I.P. and other relevant technical specialists. S/he will also liaise with ANAC, I.P.'s web design and network management for ensuring the project's integration into the institution.

Required skills and expertise

- Degree IT, informatics or similar
- At least 5 years' professional experience since graduation
- Proficiency in using open-source and commercial GIS platforms such as QGIS and ArcGIS, and GPS-based data collection tools and handling of remote sensing data
- Experience with LIDAR technologies and applicable methodologies for data handling is desirable
- Demonstrated ability to use Python, SQL, or other relevant programming languages to automate GIS workflows and manage complex databases
- Experience with web programming (e.g., HTML, CSS, JavaScript) or with off-the-shelf applications for dynamic design and improvement of web interfaces
- Familiarity with biodiversity monitoring systems, conservation datasets, and national spatial data infrastructures is an advantage
- Experience working with institutions that manage biodiversity and natural resource data is desirable, but not a requirement

Competencies

- Experience with GIS platforms (e.g., QGIS, ArcGIS) and remote sensing tools for conservation planning and land-use monitoring
- Proficiency in spatial data management, mapping, and general database development and management
- Familiarity with mobile-based data collection and analysis tools used in conservation (e.g., SMART, KoboToolbox, EarthMap and others)
- Strong knowledge of ecosystem monitoring, land tenure mapping, and protected area boundary delineation
- Experience supporting government systems or agencies, ideally in conservation, environment, or land management
- Ability to integrate geospatial outputs into planning, reporting, and decision-making processes
- Experience with GEF, UNDP, or other international donor-funded projects preferred
- Excellent language skills in Portuguese (writing, speaking and reading); good mastery of English.

Annex 17: GEF Core indicators

(please see pages 34-36)

Annex 18: GEF Taxonomy

Source template : https://www.thegef.org/documents/templates

Level 1	Level 2	Level 3	Level 4
☒**Influencing models**			
	☒**Transform policy and regulatory environments**		
	☒**Strengthen institutional capacity and decision-making**		
	☒**Convene multi-stakeholder alliances**		
	☒**Demonstrate innovative approaches**		
	☐**Deploy innovative financial instruments**		

Level 1	Level 2	Level 3	Level 4
☒**Stakeholders**			
	☐**Indigenous Peoples**		
	☒**Private Sector**		
		☐Capital providers	
		☒Financial intermediaries and market facilitators	
		☐Large corporations	
		☒SMEs	
		☒Individuals/Entrepreneurs	
		☐Non-Grant Pilot	
		☐Project Reflow	
	☒**Beneficiaries**		
	☒**Local Communities**		
	☒**Civil Society**		
		☒Community Based Organization	
		☒Non-Governmental Organization	
		☐Academia	
		☐Trade Unions and Workers Unions	
	☒**Type of Engagement**		
		☒Information Dissemination	
		☒Partnership	
		☒Consultation	
		☒Participation	
	☒**Communications**		
		☒Awareness Raising	
		☐Education	
		☐Public Campaigns	
		☒Behavior Change	
☒**Capacity, Knowledge and Research**			
	☐**Enabling Activities**		
	☒**Capacity Development**		
	☒**Knowledge Generation and Exchange**		
	☐**Targeted Research**		
	☒**Learning**		
		☒Theory of Change	
		☐Adaptive Management	
		☐Indicators to Measure Change	
	☐**Innovation**		
	☒**Knowledge and Learning**		
		☒Knowledge Management	
		☒Innovation	
		☒Capacity Development	
		☒Learning	
	☒**Stakeholder Engagement Plan**		
☒**Gender Equality**			
	☒**Gender Mainstreaming**		
		☒Beneficiaries	
		☒Women groups	
		☒Sex-disaggregated indicators	
		☒Gender-sensitive indicators	
	☒**Gender results areas**		
		☒Access and control over natural resources	
		☒Participation and leadership	
		☒Access to benefits and services	
		☒Capacity development	
		☒Awareness raising	

Level 1	Level 2	Level 3	Level 4
		☒Knowledge generation	
☒**Focal Areas/Theme**			
	☒**Integrated Programs**		
		Wildlife Conservation for Development Integrated Program	
		☐Commodity Supply Chains (Good Growth Partnership)	
			☐Sustainable Commodities Production
			☐Deforestation-free Sourcing
			☐Financial Screening Tools
			☐High Conservation Value Forests
			☐High Carbon Stocks Forests
			☐Soybean Supply Chain
			☐Oil Palm Supply Chain
			☐Beef Supply Chain
			☐Smallholder Farmers
			☐Adaptive Management
		☐Food Security in Sub-Sahara Africa	
			☐Resilience (climate and shocks)
			☐Sustainable Production Systems
			☐Agroecosystems
			☐Land and Soil Health
			☐Diversified Farming
			☐Integrated Land and Water Management
			☐Smallholder Farming
			☐Small and Medium Enterprises
			☐Crop Genetic Diversity
			☐Food Value Chains
			☐Gender Dimensions
			☒Multi-stakeholder Platforms
		☐Food Systems, Land Use and Restoration	
			☐Sustainable Food Systems
			☐Landscape Restoration
			☐Sustainable Commodity Production
			☐Comprehensive Land Use Planning
			☐Integrated Landscapes
			☐Food Value Chains
			☐Deforestation-free Sourcing
			☐Smallholder Farmers
		☐Sustainable Cities	
			☐Integrated urban planning
			☐Urban sustainability framework
			☐Transport and Mobility
			☐Buildings
			☐Municipal waste management
			☐Green space
			☐Urban Biodiversity
			☐Urban Food Systems
			☐Energy efficiency
			☐Municipal Financing
			☐Global Platform for Sustainable Cities
			☐Urban Resilience
	☒**Biodiversity**		
		☒Protected Areas and Landscapes	
			☒Terrestrial Protected Areas

Level 1	Level 2	Level 3	Level 4
			☒ Coastal and Marine Protected Areas
			☒ Productive Landscapes
			☐ Productive Seascapes
			☒ Community Based Natural Resource Management
		☐ Mainstreaming	
			☐ Extractive Industries (oil, gas, mining)
			☐ Forestry (Including HCVF and REDD+)
			☐ Tourism
			☐ Agriculture & agrobiodiversity
			☐ Fisheries
			☐ Infrastructure
			☐ Certification (National Standards)
			☐ Certification (International Standards)
		☒ Species	
			☒ Illegal Wildlife Trade
			☐ Threatened Species
			☒ Wildlife for Sustainable Development
			☐ Crop Wild Relatives
			☐ Plant Genetic Resources
			☐ Animal Genetic Resources
			☐ Livestock Wild Relatives
			☐ Invasive Alien Species (IAS)
		☒ Biomes	
			☐ Mangroves
			☐ Coral Reefs
			☐ Sea Grasses
			☐ Wetlands
			☐ Rivers
			☐ Lakes
			☐ Tropical Rain Forests
			☐ Tropical Dry Forests
			☐ Temperate Forests
			☒ Grasslands
			☐ Paramo
			☐ Desert
		☐ Financial and Accounting	
			☐ Payment for Ecosystem Services
			☐ Natural Capital Assessment and Accounting
			☐ Conservation Trust Funds
			☐ Conservation Finance
		☐ Supplementary Protocol to the CBD	
			☐ Biosafety
			☐ Access to Genetic Resources Benefit Sharing
	☐ **Forests**		
		☐ Forest and Landscape Restoration	
			☐ REDD/REDD+
		☐ Forest	
			☐ Amazon
			☐ Congo
			☐ Drylands
	☒ **Land Degradation**		
		☒ Sustainable Land Management	

Level 1	Level 2	Level 3	Level 4
			☒ Restoration and Rehabilitation of Degraded Lands
			☐ Ecosystem Approach
			☐ Integrated and Cross-sectoral approach
			☒ Community-Based NRM
			☐ Sustainable Livelihoods
			☐ Income Generating Activities
			☐ Sustainable Agriculture
			☐ Sustainable Pasture Management
			☐ Sustainable Forest/Woodland Management
			☐ Improved Soil and Water Management Techniques
			☒ Sustainable Fire Management
			☐ Drought Mitigation/Early Warning
		☐ Land Degradation Neutrality	
			☐ Land Productivity
			☐ Land Cover and Land cover change
			☐ Carbon stocks above or below ground
		☐ Food Security	
	☐ **International Waters**		
		☐ Ship	
		☐ Coastal	
		☐ Freshwater	
			☐ Aquifer
			☐ River Basin
			☐ Lake Basin
		☐ Learning	
		☐ Fisheries	
		☐ Persistent toxic substances	
		☐ SIDS : Small Island Dev States	
		☐ Targeted Research	
		☐ Pollution	
			☐ Persistent toxic substances
			☐ Plastics
			☐ Nutrient pollution from all sectors except wastewater
			☐ Nutrient pollution from Wastewater
		☐ Transboundary Diagnostic Analysis and Strategic Action Plan preparation	
		☐ Strategic Action Plan Implementation	
		☐ Areas Beyond National Jurisdiction	
		☐ Large Marine Ecosystems	
		☐ Private Sector	
		☐ Aquaculture	
		☐ Marine Protected Area	
		☐ Biomes	
			☐ Mangrove
			☐ Coral Reefs
			☐ Seagrasses
			☐ Polar Ecosystems
			☐ Constructed Wetlands
	☐ **Chemicals and Waste**		
		☐ Mercury	
		☐ Artisanal and Scale Gold Mining	
		☐ Coal Fired Power Plants	

Level 1	Level 2	Level 3	Level 4
		☐ Coal Fired Industrial Boilers	
		☐ Cement	
		☐ Non-Ferrous Metals Production	
		☐ Ozone	
		☐ Persistent Organic Pollutants	
		☐ Unintentional Persistent Organic Pollutants	
		☐ Sound Management of chemicals and Waste	
		☐ Waste Management	
			☐ Hazardous Waste Management
			☐ Industrial Waste
			☐ e-Waste
		☐ Emissions	
		☐ Disposal	
		☐ New Persistent Organic Pollutants	
		☐ Polychlorinated Biphenyls	
		☐ Plastics	
		☐ Eco-Efficiency	
		☐ Pesticides	
		☐ DDT - Vector Management	
		☐ DDT - Other	
		☐ Industrial Emissions	
		☐ Open Burning	
		☐ Best Available Technology / Best Environmental Practices	
		☐ Green Chemistry	
	☐ **Climate Change**		
		☒ **Climate Change Adaptation**	
			☐ Climate Finance
			☐ Least Developed Countries
			☐ Small Island Developing States
			☐ Disaster Risk Management
			☐ Sea-level rise
			☐ Climate Resilience
			☐ Climate information
			☐ Ecosystem-based Adaptation
			☐ Adaptation Tech Transfer
			☐ National Adaptation Programme of Action
			☐ National Adaptation Plan
			☐ Mainstreaming Adaptation
			☐ Private Sector
			☐ Innovation
			☐ Complementarity
			☐ Community-based Adaptation
			☒ Livelihoods
		☐ **Climate Change Mitigation**	
			☐ Agriculture, Forestry, and other Land Use
			☐ Energy Efficiency
			☐ Sustainable Urban Systems and Transport
			☐ Technology Transfer
			☐ Renewable Energy
			☐ Financing
			☐ Enabling Activities
		☐ **Technology Transfer**	
			☐ Poznan Strategic Programme on Technology Transfer

Level 1	Level 2	Level 3	Level 4
			☐Climate Technology Centre & Network (CTCN)
			☐Endogenous technology
			☐Technology Needs Assessment
			☐Adaptation Tech Transfer
		☐**United Nations Framework on Climate Change**	☐Nationally Determined Contribution
	☒ **Rio Markers**		
		☐Paris Agreement	
		☐Sustainable Development Goals	
		☐Climate Change Mitigation 0	
		☐Climate Change Mitigation 1	
		☐Climate Change Mitigation 2	
		☐Climate Change Adaptation 0	
		☐Climate Change Adaptation 1	
		☐Climate Change Adaptation 2	
	[>>> this was missing in the UNDP template, but is important]	Biodiversity (Principal Objective) 2	

Annex 19: Results of the Partners Capacity Assessment Tool (PACT) and HACT Micro Assessment

(please see attached file – excel with different sheets).

Annex 20: Relationship of the Ministry (MAAP) with ANAC.

REPUBLIC OF MOZAMBIQUE
MINISTRY OF AGRICULTURE, ENVIRONMENT AND FISHERIES
MINISTER OFFICE

Official Letter Nr.17/MAAP/SETA/GM/2025

SUBJECT: **Relationship between The National Administration of Conservation Areas and the Ministry of Agriculture, Environment and Fisheries as Implementing Partners of the "Transforming Wildlife Conservation and Livelihoods at Landscape Scale in Mozambique – TRANSFORM" project (GEF ID 11150)**

The National Administration of Conservation Areas, abbreviated as ANAC, I.P., is a public institute, of category A, with legal personality and capacity, vested of administrative, financial and patrimonial autonomy. ANAC was created by Decree No. 11/2011, of May 25, and its mandate, competencies, autonomy, management, budgetary regime, organization and operation, were adjusted by Decree No 16/2022, of April 29.

The ANAC, I.P. has the following objectives:

a) Ensure the implementation of biodiversity conservation policies and manage conservation areas;
b) Promote the conservation of biodiversity and ensure the management of wildlife throughout the national territory;
c) Ensure the conservation of biodiversity, landscapes and associated assets, through the National System of Conservation Areas;
d) Define the mechanisms for administration and sustainable use of conservation areas; and
e) Establish infrastructures in conservation areas for biodiversity management and economic activities in order to guarantee their self-sufficiency.

Consequently, the mandate of ANAC, I.P. is to manage the National Network of Protected Areas in all its aspects, for an effective and sustainable management of ecosystems, biodiversity, and wildlife. In fulfilling this mandate, ANAC, I.P responds to the Minister that oversees the Conservation Areas, which is currently the Ministry of Agriculture, Environment

Avenida Acordos de Lusaka, Praça dos Heróis Moçambicanos, CP 1406, 5º Andar – Maputo, Moçambique - website

and Fisheries (MAAP). The responsibilities of the Ministry over ANAC, I.P. include among others, the exercise of following actions:

a) A approve of programs, work plans, budgets as well as approval of the Annual Report;
b) Approve the Internal Regulations of ANAC, I.P.;
c) Propose the appointment of the General Director and the Deputy General Director to the competent entity
d) Carry out performance control, in particular, regarding to fulfill the established aims and objectives by ANAC, I. P.;
e) Order inspections, audits, and investigations into the functioning of ANAC, I.P.; and
f) Propose the staff organigram for approval by the competent body.

In turn, the Ministry of Agriculture, Environment and Fisheries, was created by the Presidential Decree No 1/2025, of January 16, which also extinguished the Ministry of Agriculture and Rural Development; The Ministry of Land and Environment and The Ministry of Sea, Interior Waters and Fisheries. The same decree determined that the scope, mandate and competencies of these three extinguished ministries, pass to the Ministry of Agriculture, Environment and Fisheries.

Therefore, the sector of Conservation Areas that used to respond to the former Ministry of Land and Environment, now responds to the Ministry of Agriculture, Environment and Fisheries. This implies, hence, that ANAC, I.P. now responds to the Ministry of Agriculture, Environment and Fisheries (MAEF), but the reporting mechanisms and structures remain the same.

The Presidential Decree No 5/2025, of February 6, defines de scope, mandate and competencies of the Ministry of Agriculture, Environment and Fisheries, which in fact state in its Article 2, line l) that the management of the national network of protected areas is under this Ministry; and this mandate is going to be technically performed by ANAC, I.P and ANAC, IP will continue performing its mandate in general except the elaboration of policies, laws and regulations.

Finally, it is important to clarify also that the Letter of Endorsement for the TRANSFORM Project, issued by the then Ministry of Land and Environment is still valid, since the legal consequences of any acts represented by that extinguished Ministry, are now assumed by the Ministry of Agriculture, Environment and Fisheries, according to the national legislation.

Sincerely,

Avenida Acordos de Lusaka, Praça dos Heróis Moçambicanos, CP 1406, 5º Andar – Maputo, Moçambique -website:
www.maaf.gov.mz

Maputo, 23 April 2025

The Secretary of State for Land and Environment

Gustavo Sobrinho Dgedge

To
Ms. Nancy Benett
Executive Coordinator
Vertical Funds Programming Support
United Nations Development Programme (UNDP)

PROJECT SPECIFIC ANNEXES

Annex 21: METT applied to core areas (baseline, 2024/25)

See separate file. (big sized maps and several sheets)

040923_PNG - METT referente a 2023.xlsx PNG-METT REFERENTE A 2023

060924_METT REN referetnte a 2023 .xlsx METT REN referente a 2023

METT RNM_2023 - VF.xlsx METT RNM 2023

updated version - METT Parque Nacional das Quirimbas FINAL_Mar2025_updated.xlsx METT QUIRIMBAS -FINAL

Annex 22: FAO Exact (baseline, 2025)

See separate file **in Excel .**