United Nations Development Programme

Project Document

Project title: Establishment of Eswatini Big5 Nature Reserve		
Country: Eswatini	**Implementing Partner (GEF Executing Entity):** Ministry of Tourism and Environment Affairs (MTEA)	**Execution Modality:** National Implementation (NIM)
Contributing Outcome (UNSDCF/CPD, RPD, GPD): **UNSDCF (2021 – 2025): Outcome 4: Strengthening Natural Resource Management, Climate Resilience and Environmental Sustainability**: By 2025, Eswatini is on an inclusive low-carbon development pathway that is resilient to climate change and in which natural resources are managed sustainably, and community adaptation to climate change is enhanced, for improved livelihoods, health and food security, especially for vulnerable and marginalized communities.		
UNDP Social and Environmental Screening Category: HIGH	**UNDP Gender Marker:** GEN2	
Quantum Award ID: 1526423	**Quantum Project ID:** 01005208	
UNDP PIMS ID number: 9514	**GEF Project ID number:** 11151	
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Last possible date to submit to GEF: 9 February 2025		
Latest possible CEO endorsement date: 9 August 2025		
Project duration in months: 60		
Planned start date: *4th February 2026*	**Planned completion date:** *3rd February 2031*	
Expected date of Mid-Term Review (MTR) submission to the GEF: 4th August 2028	**Expected date of Terminal evaluation (TE) submission to the GEF:** *4th August 2031*	
Expected Operational Closure Date: *3rd November 2031*	**Expected Financial Closure Date:** *3rd May 2032*	
Brief project description: This project is a child project under the GEF-8 GWP 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. Wildlife conservation is of cultural and economic significance in Eswatini as reflected in the established institutional and policy frameworks. However, human wildlife conflict due to habitat fragmentation, poaching and IWT threatens biodiversity and wildlife. Key barriers to addressing these drivers include inadequate institutional coordination, inadequate HWC management capacity and mitigation measures, limited community engagement and flow of economic benefits from conservation to communities. The project objective is to enhance human-wildlife co-existence and ensure gender inclusive benefits to communities from conserved landscapes for improved livelihoods and climate		

resilience.The proposed solution is organised around three components: **1. Co-existence of People and Wildlife across Connected Habitats**--promote stronger inclusive governance over the landscape through collaborative management frameworks; integrated ecosystem management planning, human wildlife conflict management and anti-poaching measures. **2. Wildlife for Prosperity**- focusing on expanding the wildlife economy to improve livelihoods and flow of conservation benefits to communities **3. Knowledge Management and Learning for Transformational Impact** - to catalyze stakeholder engagement, policy shifts, financing and adaptive management for successful implementation of the child project. GEF financing will catalyse connectivity and improved management of 87,100ha of terrestrial ecosystems resulting in global environmental benefits for increased human-wildlife co-existence, enhanced resilience to climate change, expanded habitat range for iconic wildlife species while expanding opportunities for job creation and livelihood improvement within the wildlife-based economy. These investments will contribute to the Kunming-Montreal 2030 Global Biodiversity Framework targets 1, 2 & 3; and to GWP GEF-8 outcomes 1.1, 1.2, 1.5, 1.7, 3.2, 3.4, 4.1 and 4.2.

FINANCING PLAN	
GEF Trust Fund grant	USD 5,232,261
UNDP TRAC resources	USD100,000
Confirmed cash co-financing to be administered by UNDP	USD 100,000
(1) Total Budget administered by UNDP	**USD5,332,261**
(2) Total confirmed co-financing to this project not administered by UNDP	**USD43,472,097**
(3) Grand-Total Project Financing (1)+(2)	**USD48,804,358**

SIGNATURES:		
Name: DLAMINI HLOBISILE **Signature:**	**Agreed by Government Development Coordination Authority** Ms. Hlobsile Dlamini (Acting Principal Secretary of Ministry of Tourism and Environmental Affairs)	**Date/Month/Year:** Mon 26th Jan 2026
Name: DLAMINI HLOBISILE **Signature:**	**Agreed by Implementing Partner:** Ministry of Tourism and Environmental Affairs	**Date/Month/Year:** Mon. 26th Jan 2026
Name: 26/01/2026 **Signature:** Henrik Franklin	**Agreed by:** Mr. Henrik Franklin, Resident Representative, UNDP	**Date/Month/Year:** 26/01/2026

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ACRONYMS AND ABBREVIATIONS			
BFNR	Big Five Nature Reserve	NGO	Non-Government Organization
BPPS	Bureau for Policy and Programme Support	NPO	Not-for-Profit Organisation
CBNRM	Community Based Natural Resource Management	PAMP	Protected Area Management Plan
CBO	Community-Based Organization	PB	Project Board (alternatively termed 'Project Steering Committee')
CEPF	Critical Ecosystem Partnership Fund	PCA	Protected and Conserved Area
COVID-19	Coronavirus Disease 2019, the disease caused by the novel coronavirus, SARS-CoV-2	PIR	Project Implementation Review
C-ESMP	Contactor's Environmental and Social Management Plan	PM	Project Manager
EMP	Environmental Management Plan	PMU	Project Management Unit
ERC	Evaluation Resource Center	PRF	Project Results Framework
ESIA	Environmental and Social Impact Assessment	POPP	Programme and Operations Policies and Procedures
ESMF	Environmental and Social Management Framework	RDF	Rural Development Fund
FC	Field Coordinator	SBAA	Standard Basic Assistance Agreement
FM	Financial Manager	SESP	Social and Environmental Screening Procedure
FSP	Full Sized Project	SESO	(Project) Social and Environmental Safeguards Officer
GAP	Gender Action Plan	SACU	Southern African Customs Union
GBV	Gender based violence	SADC	Southern African Development Community
GDP	Gross Domestic Product	SEA	Swaziland Environmental Authority
GEF	Global Environment Fund	SESA	Strategic Environmental and Social Assessment
GEFSEC	Global Environment Facility Secretariat	SLM	Sustainable Land Management
GoE	Government of Eswatini	SNL	Swazi Nation Land
GRM	Grievance Redress Mechanism	SCCF	Special Climate Change Fund
GWP	Global Wildlife Programme	SSC/TrC	South-South and Triangular Cooperation
HWC	Human Wildlife Conflict	SWASA	Eswatini Standards Authority
IUCN	International Union for the Conservation of Nature	TA	Traditional Authority
IWT	Illegal Wildlife Trade	TE	Terminal Evaluation
LC	Lubombo Conservancy	TFCA	Transfrontier Conservation Area
LDCF	Least Developed Countries Fund	TBWP	Total Budget Work Plan
M&E	Monitoring and Evaluation	TOC	Theory of Change
METT	Management Effectiveness Tracking Tool	UNFCCC	United Nations Framework Convention on Climate Change
MTR	(Project) Mid-Term Review	UNSDCF	United Nations Sustainable Development Cooperation Framework
NBSAP	National Biodiversity Strategy and Action Plan	WCD IP	Wildlife Conservation for Development Integrated Program
NIM	National Implementation Modality	WCPA	World Commission on Protected Areas

II. DEVELOPMENT CHALLENGE

Eswatini is 17,400km^2 in size with a population density of 74/km^2. For a small country, Eswatini has a rich floral and faunal diversity. Of the over 3,500 plant species that have been recorded, 12 are endemic. 89 species of vertebrates and 305 species of plants are listed in National Red Lists.

The proposed project area is of global biodiversity significance, part of the Lubombo Trans Frontier Conservation Area (TFCA) which includes four distinct transboundary conservation areas between Mozambique, South Africa and Eswatini, covering a total area of 10,029 km² (Annex 1). The Lubombo Biosphere Reserve, declared by UNESCO in 2019, incorporates 294,020 hectares in the Lubombo Mountain Range. It is part of the Maputoland-Phondoland-Albany Biodiversity Hotspot with forest, wetland, and savannah ecosystems. The target area includes Hlane National Park, Mlawula Nature Reserve, Mbuluzi Game Reserve, Shewula Community Reserve and other lands considered as important for conservation but are currently used for cattle grazing. Wildlife species of global significance in the target area include lion, elephant, leopards, black & white rhino in Hlane National Park with limited space. In addition, the endangered White-backed vulture (*Gyps africanus)* breeds at Mlwaula Nature Reserve and Hlane National Park. The landscape is home to six critically endangered plant species (*Encephalartos aplanatus*; *Encephalartos senticosus*; *Encephalartos striatus*; *Euphorbia keithii*; *Oxyanthus pyriformis). Encephalartos striatus* and *Euphorbia keithii* species confined to Shewula within the Lubombo Landscape and endemic to the Lebombo Mountains in Eswatini which are within the project landscape. Mlwaula is home to four endangered cycads: *Encephalartos mbuluensis*, (critically endangered); *E. striatus (*Endangered) and *E. lebomboensis*, and *E. aplanatus.* The wildlife corridors of Shewula community reserve, Mbuluzi Game Reserve, Mhlumeni, Ndvukuyamangedla, Groenpan, Grand Canyon, Nkhalashane areas although of biodiversity significance are currently degraded by livestock grazing, over harvesting of plant resources and invasive plant species.

Despite its biodiversity significance, the region is one the poorest in the country with poverty levels (71.5%) above national average which threatens survival of wildlife. The main driver of wildlife loss and human wildlife conflict pressures in the landscape include habitat loss and habitat change for increasing agriculture, urbanisation and settlements. Ecosystem degradation from invasive species, overgrazing and bush encroachment reduces the quality of rangelands for wildlife and livestock.

Ranked as a lower middle-income country, about 60% of the population lives below the national poverty line with an estimated 70% of all Emaswati as subsistence farmers of dryland staple crop production and livestock husbandry. The country ranks the seventh highest income inequality in the world, at 54.6%. Besides the level of literacy being high in the Lubombo Region, i.e. more than 90% in 2022; the level of unemployment in 2023 was 33.1 % male and 37.7 % female (2023 Labour Force Survey) with the average monthly income per household pegged at US$164 in 2017. The Ministry of Agriculture reported in 2020 that more than 80% of the beef produced in the country was from small holder farmers on Swazi Nation Land (SNL) or land held in customary tenure (SNL – 75% of total land area) (Mabaso, undated). The report further indicate that agriculture contributes to more than 13% of the GDP, of which more than 50% is from livestock farming; where the farming method is based on extensive grazing, with daily night kraaling and where there is no limit to the numbers of livestock kept by each farmer.

Livestock farming is one of the most common livelihood activities in the Lubombo region. Within the project landscape, there are estimated 1700 cattle, 15000 goats, and 115 sheep, totaling 16000 Livestock Units (LSU) (Annex 21). These require considerable area for grazing to sustain the livestock value chain and associated livelihoods. Further, the high livestock dependency in the project landscape presents some zoonotic and non-zoonotic spillover risks and One Health opportunities. The country is currently FMD free but bovine tuberculosis (bTB), which can cause human disease, is present and a study conducted in 2013 found a prevalence of 6.75% in the cattle (https://repository.up.ac.za/handle/2263/36811). Additionally, a 2022 review highlighted the need to strengthen monitoring and surveillance systems for bTB in post-mortem examinations of slaughtered cattle in Eswatini (http://dx.doi.org/10.9734/ajaar/2021/v17i430204). As a result of dependence on livestock production and its prevalence in the culture of the country, the natural resource base on which it depends is becoming increasingly over-utilised with resultant symptoms of degradation including bush encroachment and the spread of invasive alien plants. This is compounded by the impact of climate change which is manifested in the increasing unpredictability of weather patterns and an increase in the frequency of extreme weather events (GoE, 2021).

Coupled with the poor socio-economic situation this serves to increase the level of vulnerability, particularly amongst women and other marginalized groups, and the need for interventions that are aimed at climate change adaptation and the building of resilient communities.

The key environmental threats the project will address include:

i) **Human Wildlife Conflict** due to habitat fragmentation, human population growth, resulting in encroachment on existing protected areas. The lack of connectivity between wildlife protected landscapes with corridors that are safe for wildlife movement is exacerbating the conflict situation. As a result, human wildlife conflict is increasing, driving wildlife loss from retaliatory killings and widespread economic and livelihood losses. Poaching is a major challenge facing protected area network in Eswatini. According to the National State of Environment Report 2020, about 20% of people in communities neighboring Hlane Royal Park for example, are willing to engage in the poaching of Rhinos. While poaching is widespread within conservation areas, finding and detaining perpetrators is not easy. In 2019 alone for example 59 poaching incidents were observed and only six arrests were made in Mlawula Nature Reserve. Poaching of antelope species has resulted in local extinction of these animals on Swazi Nation Land (SNL) and is also widespread within protected area networks. Many of the corridors have been devoid of mammals due to poaching but are known to be a habitat for several threatened species of plants including the endangered cycad *Encephalartos aplanatus* and the vulnerable *Encephalartos senticosus, Haemanthus pauculifolius, Homalium dentatum, and Teclea gerrardii*. On the other hand, emaSwati tend to have positive perceptions of conservation efforts when they also benefited from the protected areas.

ii) **Ecosystem degradation**: Much of the proposed reserve area is currently degraded from overgrazing which has created excessive soil erosion, bush encroachment and high densities of invasive plant species. A more integrated approach to managing wildlife and livestock within the reserve boundaries will help to mitigate these factors and improve local livelihoods and climate resilience. The spread of alien invasive plants such as *chromolaena odorata, Lantana camara and Acacia mearnsii* was declared as a national disaster in 2005.

iii) Limited flow of conservation economic benefits: Poverty, inadequate investment and flow of benefits from wildlife and habitat conservation to communities and the economy continue to constrain government efforts to protect biodiversity. The poverty situation has been compounded by the impacts of COVID-19 reducing the ability of households to meet their protein needs and forcing community members into poaching and exposing them to potential zoonotic spill overs. Mechanisms are therefore required to increase investment in a gender inclusive wildlife economy that ensures equitable flow of benefits to communities especially women and youth.

Key systemic challenges related to wildlife management include: i) Administration of outdated wildlife legislation requiring alignment to modern practices; ii) The need for more inclusive governance mechanisms for key wildlife areas that allow for meaningful participation of communities, private and public partners; iii) Institutional mechanisms that ensure desired long-term outcomes; iv) The need for innovative mechanisms to bring local communities, especially women into the wildlife economy and enhance human-wildlife co-existence. Key barriers to addressing these threats include inadequate institutional, and coordination and gaps in policy and legislation frameworks, ineffective integrated land use planning across sectors, inadequate HWC management capacity and mitigation measures, limited community engagement and flow of economic benefits from conservation reducing support for conservation by affected communities; limited financing for conservation efforts and human wildlife conflict management; inadequate enforcement capacity and coordination against poaching and illegal wildlife trade. Therefore, a more integrated approach to managing wildlife and livestock within the reserve and community managed areas based on "Herding for Health" model will help to mitigate potential conflict over land use to improve local livelihoods, climate change adaptation and resilience.

In respect of its conservation area network coverage, the country lags Aichi global target for at least 10% of terrestrial land cover to be under conservation, and even further behind the GBF target 3 for protection of 30% by 2030. The current area under conservation that includes protected areas (4.26%) and OECMs fail to meet conservation targets set out in the National Biodiversity Strategy and Action Plan (NBSAP), 2016 which is under revision to align with the GBF. Being a small country, opportunities to establish large, integrated landscapes to effectively support effective wildlife conservation and maintain ecosystem services are a challenge. Through the establishment and effective management of a consolidated 87,000ha Big Five Nature Reserve (BFNR), Eswatini aims to contribute to her commitments on biodiversity, climate change and land degradation neutrality and realise socio-economic benefits of conservation.

In particular, the National Initial Adaptation Communication to the UNFCCC (GoE, 2022) highlights ecosystems and biodiversity as one of five priority sectors. Some of the relevant adaptation measures include i) re-evaluation of the country's protected area network and strengthen the expansion of the network; ii) Reduce pressures to biodiversity loss; iii) Strengthen implementation of the National Biodiversity Strategies and Action Plans (NBSAPs) and iv) ensure that vulnerable ecosystems are addressed in national adaptation programs; v) Prevent, control, and rehabilitate or restore degraded land; vi) Promote nature conservation and protected areas; and vii) manage and control of invasive alien plant species.

It is expected that establishment of the Big Five Nature Reserve (BFNR), an area capable of hosting viable populations of the 'big five (elephant, rhino, buffalo, lion and leopard), will help to bolster the country's tourism offering while contributing to the conservation of numerous threatened species of both fauna and flora. Currently the tourism sector contributes 2.4% to the country's GDP (Eswatini Tourism Authority, 2023) and it is assumed that the BFNR will increase the number of tourists coming into the country and the duration of their visits. The socio-economic knock-on benefits of the tourism industry are well known and illustrate the inherent value in the establishment of the BFNR. However, reliance on tourism alone to provide proof of concept renders the project vulnerable, as was experienced during the COVID-19 pandemic. Waithaka (2020) reports that some African countries lost up to 100% of their protected area income during this time so it is therefore fortuitous that the Southern African Development Community (SADC) has recently developed a Wildlife-based Economy Strategy Framework (SADC, 2023). This project will seek to capitalize on the diversity of opportunities presented in this framework as well as leveraging of innovative financing solutions that will help to realize a sustainable and diverse source of funding streams. It is important to note however, that where neighbouring communities are to lose access to resources through the establishment of the BFNR, the value of the project benefits from the wildlife-based economy, must substantially exceed the value of the resources to which access will be lost.

The consolidation of the various land parcels that are targeted to make up the BFNR under a single governance and management framework will help the country work towards harmonization of its related legal and policy frameworks which are currently distributed amongst different Ministries and Organs of State. The breaking down of these silos will facilitate a coordinated approach to the establishment and effective management of the BFNR, and which may also stand the country in good stead for the replication of the model across its protected area network. The project will foster partnerships between government entities, Non-government Organisations (NGOs) and Community-based Organisations (CBOs) to facilitate integration of BFNR in the broader governance landscape. The Conceptual Master Plan (2023) for proposed "Big Five" National Park & Managed Conservation Areas by BGP provides a good starting point for integrated wildlife and livestock management in the landscape. Baseline investments in the landscape towards integrated ecosystem management include the Lubombo conservancy, UNESCO Lubombo Biosphere Reserve establishment and Lubombo Integrated Landscape Management Plan (2020-2030) developed under GEF-5 support project on strengthening national protected area system in Eswatini.

III. STRATEGY

The Theory of Change (TOC) for the Eswatini BFNR project (illustrated in Figure 1) is anchored on component 1 and 3 of the GWP GEF-8 Integrated Program, and is built on the understanding that creation of a large contiguous landscape will foster sustainable human-wildlife coexistence to ensure biodiversity conservation and human well-being including flow of national socio-economic benefits and a diversity of sustainable, tangible and meaningful benefits to affected communities; thus alleviating the pressure of poaching and IWT. The key assumptions to the ToC are that there will be sustained political and community support for habitat restoration and conflict resolution; existing protected and conserved areas demonstrate flow of economic benefits to communities; and stakeholders are willing to adopt and maintain co-existence strategies.
The project has been designed to overcome barriers and challenges analysed in Section II (Prodoc) to ensure that the assumptions are transformed into enablers for addressing biodiversity loss drivers in the landscape.
The overall project objective is: To enhance human-wildlife co-existence and ensure gender inclusive benefits to communities from conserved landscapes for improved livelihoods and climate resilience by consolidating existing private and state protected areas, cattle farms, and portions of land from three different communities under a single protected area and governance framework to expand habitat and landscape connectivity for key terrestrial wildlife populations; reduce human-wildlife conflicts; and increase economic benefits to communities.

The project will promote an integrated approach in line with the GEF-8 GWP IP ToC to transforming wildlife conservation as a more sustainable and resilient land-use over an area of approximately 87,100 hectares to positively impact ecosystem services and improve climate change adaptation capacity. Much of the proposed reserve area is degraded from overgrazing with bush encroachment, and high densities of invasive plant species. A more integrated approach to managing human-wildlife conflict and livestock within the reserve and community managed areas based on "Herding for Health" model will help to mitigate these factors and reverse their effects over time to improve local livelihoods, climate change adaptation and resilience. Key interventions under Herding for Health include Rangeland Restoration and Management; Animal Health and Management capacity building for herders; facilitate access to livestock markets, which can provide economic opportunities for pastoralist communities; strengthening livestock and rangeland value chains, creating more sustainable and profitable livelihood; involving community members in decision-making and implementation, ensuring ownership and sustainability.

The logic behind the project design has been captured in three complementary and interlinked pathways as follows:

Strengthening human-wildlife co-existence in connected landscapes (component 1): The legal, policy and institutional framework for conservation in Eswatini remains fragmented. Coupled to this, is the evidence of a silo mentality currently impacting on the need for constructive collaboration. It is necessary that this project address the required harmonization and alignment of laws, policies and institutional framework for biodiversity conservation. It is expected that **if** a gender responsive enabling policy framework is developed and implemented (output 1.1.1) , it will facilitate integration of existing protected areas and other community managed conservation areas (output 1.1.2); support development of a gender inclusive protected area governance and institutional framework (1.1.3); facilitate collaborative management arrangements (1.1.4); strengthen institutional coordination mechanisms (1.1.5); and **if** an integrated landscape management plan is developed and implemented to enhance management effectiveness of protected and conserved areas (Output 1.2.1); that **if** there is investment in behavioural change with specific focus on livestock owners and farmers to embrace integrated and improved rangeland management and livestock based livelihoods approaches; this will facilitate restoration and sustainable management of rangelands and agricultural lands to sustain productive landscapes and reduce fragmentation of the wildlife habitats (output 1.2.2); and an integrated security and anti-poaching plan is developed and implemented (output 1.2.4); **this** will result in expansion and connectivity of protected and conserved wildlife landscape that is effectively managed to accommodate increased wildlife populations while reducing human-wildlife conflict.

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On the other hand, the negative perceptions between the existing protected and conserved areas (PCAs) and the adjacent communities as a result of law enforcement efforts against poaching and the Illegal Wildlife Trade (IWT), as well as incidents of human wildlife conflict (HWC) may be exacerbated through the introduction of species such as elephant, buffalo and lion; otherwise known as 'dangerous game' (output 1.2.3). The ToC for addressing the potential increase of HWC incidences and severity; and zoonotic spill overs associated with re-introduction of key wildlife species, is based on the understanding that **If** there is increased gender inclusive public awareness and engagement in co-existence efforts; and the capacity of the BFNR management entity and communities is strengthened to implement HWC mitigation measures including maintaining boundary fences integrity and close monitoring and managing the movement of dangerous game and enhanced gender inclusive stakeholder collaboration through knowledge sharing platforms (output 1.3.3); **if** gender responsive compensation and risk transfer schemes such as HWC insurance options are implemented (Output 1.3.2); and a gender responsive participatory management plan and monitoring framework for the prevention of potential-zoonotic risk spill overs is developed and implemented in line with the one health approach (1.3.1); **then**, there will be increased gender inclusive community participation in conservation activities, sustainable co-existence practices that minimise conflicts and foster tolerance; and reduced frequency and severity of human wildlife conflict incidences resulting in harmonious human-wildlife coexistence. This pathway assumes that i) expanding habitat connectivity will minimise human-wildlife interface and interaction; ii) existing protected and conservation areas will demonstrate sufficient flow of benefits to communities and the economy; iii) Gender responsive legal, policy and governance mechanisms for the establishment of these PAs completed within the timeframe of the project. iv) gender responsive human–wildlife mitigation measures will be sufficient to ensure the safety of adjacent communities.

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Expanding wildlife economy, improving livelihoods and flow of conservation benefits to communities (Component 2): This pathway is based on the understanding that **If** a gender responsive wildlife-based economy is developed and implemented (output 2.1.1) and gender inclusive benefit-sharing governance and arrangements with Local Communities are strengthened (output 2.1.2); gender responsive Sustainable Tourism and Business Development Plan developed and implemented (output 2.1.3); that guide investment in innovative business and financing models and attract private sector to invest in tourism and conservation infrastructure (output 2.1.4); and **If** gender inclusive community-private-public partnerships are established to facilitate community participation in the tourism value chains (output 2.2.1); **If** a diversity of gender responsive sustainable alternative livelihood opportunities are established and supported within communities adjacent to the BFNR, especially for women, youth and socially marginalized groups (Output 2.2.2); **Then,** sustained flow and equitable sharing of benefits from the BFNR will be realised by affected communities, resulting in community support for conservation efforts and enhanced human wildlife co-existence. The success of this pathway assumes that i) enhanced gender inclusive community engagement and involvement in management of wildlife resource and/or viable livelihood alternatives reduces incentives for involvement in poaching and Illegal wildlife trade; ii)The consolidated area of the Big Five Nature Reserve is large enough to sustain viable population of key wildlife species and increase tourism revenue flows; iii) Gender responsive investment flows into the Big Five Nature Reserve enables growth of jobs and businesses in and related to the wildlife economy.

Coordination and Knowledge Exchange for Transformational Impact (Component 3)- to catalyze stakeholder engagement, adaptive management and ensure successful implementation of the child project. The ToC is based on the understanding that gender responsive and inclusive evidence-based knowledge generation, exchange and learning will enable replication and the scaling up of best practices. It is expected that a gender responsive robust knowledge management system accessible to all stakeholders will facilitate documenting and sharing of lessons learned (output 3.1.1) that amplify voices and perspectives of men and women; that **if** stakeholders are facilitated to effectively participate and contribute to knowledge exchange platforms (3.1.2); **if** skills capacity of key stakeholders is strengthened in a gender responsive way (3.2.1); and gender inclusive strategic partnerships enhanced for effective and sustainable implementation human-wildlife co-existence measures identified, nurtured and secured (3.2.2); **then** knowledge driven adaptive management will result in transformational impact, scale up and long term ecological and socio-economic resilience. This pathway assumes that i) Project partners will actively participate in knowledge management platforms and are willing to share and utilise knowledge collaboratively with effective participation in implementation of project activities.

The project is aligned to GEF-8 Biodiversity Focal Area Strategy Objective 1 and contributes to climate change and land degradation focal area objectives; GBF targets 1,2 & 3; and enables realization of GEF-8 GWP-IP longer-term outcomes 1 and 2. The key risks to realizing the theory of change include resistance from communities due to economic pressures and habitat fragmentation due to infrastructure development and other land use changes in the landscape. The project will implement gender responsive livelihood support programs and fair human-wildlife conflict mitigation measures; and enhance collaboration with developers in the landscape to adopt wildlife friendly infrastructure planning to mitigate the key risks. Social and Environmental Safeguard instruments will be developed and implemented in line with UNDP SES Policy by the project as per the requirements specified in Annex 9.

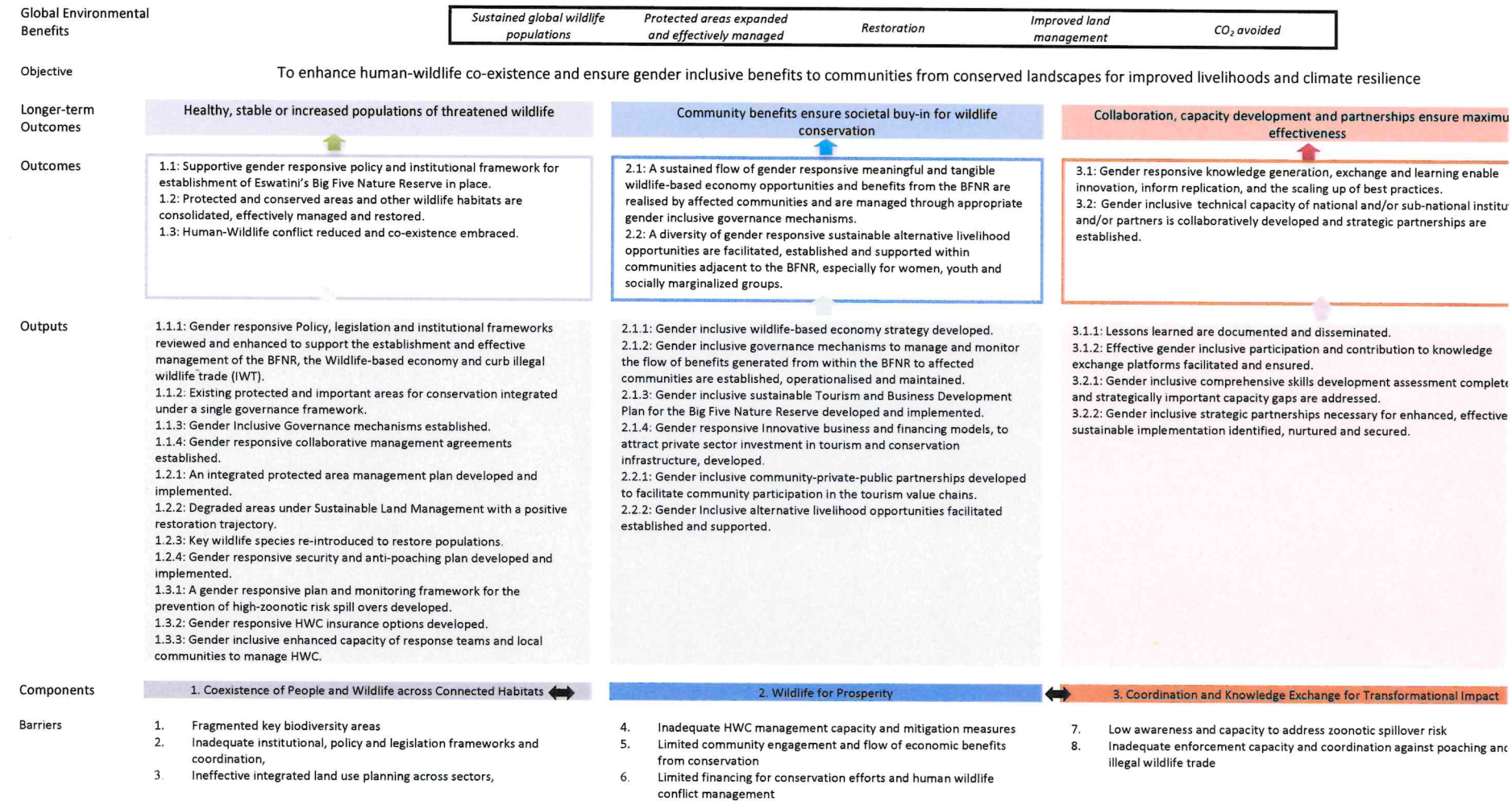
The incremental cost reasoning is based on the fact that consolidation of the currently fragmented land parcels into one large, protected area will minimise human-wildlife interaction and conflict that drives wildlife loss in the landscape while at the same time increasing flow of wildlife-based economic benefits to the communities to position conservation as a legitimate land use in the country for improved livelihoods and climate resilience. Without this project, wildlife populations would continue to decline, human-wildlife conflict would increase, habitat degradation would speed up and critical ecosystem services would be threatened or lost. GEF financing will catalyse protection and improved management of 87,100ha of terrestrial land and ecosystems resulting in global environmental benefits for enhanced resilience to climate change, expand habitat range for iconic wildlife species and increased human-wildlife co-existence while expanding opportunities for job creation and livelihood improvement from wildlife economy. An inclusive governance and management model resulting from GEF financing is expected to transform institutional and financing landscape for tackling drivers of wildlife loss to protect threatened species and provide a model for sustainability and scale up in other key biodiversity landscapes in the country. Collectively, these investments will contribute to the Kunming-Montreal 2030 Global Biodiversity Framework target 1,2&3.

Table 1: PROJECT ALIGNMENT WITH THE GEF-8 GWP-IP LONG-TERM OUTCOMES

GWP GEF-8 IP		**National Child Project**	
Component/Outcome	**Indicator**	**Outcome**	**Indicator**
GWP GEF-8 Component 1: Coexistence of People and Wildlife in Connected Habitats			
1.1 Targeted wildlife populations are stabilized, maintained, or improved	1.1.1 Targeted wildlife population trends in project supported site(s) and/or landscapes	1.2. Protected and conserved areas and other wildlife habitats are consolidated, effectively managed and restored	***Indicator 8**: Population trends of elephant, white and black rhino and wild dog targeted project sites **(GWP GEF-8 Indicator 1.1.1).***
1.2 Protected and conserved areas and other wildlife habitats are well connected, effectively managed and restored	1.2.1 Terrestrial protected areas created and under improved management (GEF Core Indicator #1)	1.2. Protected and conserved areas and other wildlife habitats are consolidated, effectively managed and restored	**Indicator 2 (Mandatory GEF Core Indicator 1.1):** *Terrestrial protected areas created* **Indicator 3 (Mandatory GEF Core Indicator 1.2):** *Terrestrial protected areas under improved management effectiveness*
	1.2.3 Area of landscapes under improved practices excluding protected areas (GEF Core Indicator #4)	1.2. Protected and conserved areas and other wildlife habitats are consolidated, effectively managed and restored	**Indicator 4 (Mandatory GEF Core Indicator 4.3):** *Area of landscapes under sustainable land management in production systems.*
	1.2.5 Number of countries reporting new and/or improved strategies, policies, laws or regulations that enable integrated landscape management, ecological connectivity, and/or wildlife corridors	1.1. Supportive policy and institutional framework for establishment of Eswatini's Big Five Nature Reserve, Wildlife-based economy, Human wildlife co-existence and curb illegal wildlife trade (IWT) in place	***Indicator 5**: Gender inclusive collaborative and governance mechanisms and agreements in place **(GWP GEF-8 Indicator 1.2.5)***
1.5 Human-wildlife conflict is reduced	1.4.2 Number of countries reporting a shift in community attitudes, knowledge	1.3. Human-Wildlife Conflict reduced and co-existence embraced	***Indicator 13:** Number of people with a shift in attitudes, knowledge and practices towards wildlife and habitat conservation and/or*

GWP GEF-8 IP		National Child Project	
Component/Outcome	**Indicator**	**Outcome**	**Indicator**
	and practices towards wildlife and habitat conservation and/or willingness to coexist with wildlife		*willingness to coexist with wildlife* ***(GWP-GEF 8 Indicator 1.4.2)***
	1.5.1 (i) Number of reported human-wildlife conflict incidences; (ii) Extent of reported negative impacts from human-wildlife conflict		***Indicator 11****: The number of reported HWC incidents, disaggregated by the categories of human fatalities (men and women), livestock fatalities and crop damage* ***(GWP GEF-8 indicator 1.5.1).***
1.7 Capacities to manage human-wildlife conflicts are strengthened	1.7.1 Number of countries [and/or people] with strengthened capacities to more effectively manage human-wildlife conflict	1.3. Human-Wildlife Conflict reduced and co-existence embraced	***Indicator 14****: Number of community members utilizing project-supported human-wildlife mitigation measures* ***GWP GEF-8 indicator 1.7.1)***
GWP GEF-8 Component 3: Wildlife for Prosperity			
3.2 Wildlife conservation financing mechanisms are diversified, and public-private-community partnerships built	3.2.1 Number of new or strengthened public-private-community partnerships in the wildlife economy, including nature-based tourism	2.1. A sustained flow of meaningful and tangible wildlife-based economy opportunities and benefits from the BFNR are realised by affected communities and are managed through appropriate gender inclusive governance mechanisms.	***Indicator 16****: Number of new or strengthened public-private-community partnerships in the wildlife economy, including nature-based tourism.* ***(GWP GEF-8 indicator 3.2.1)***
3.4 Sustainable livelihoods are increased and diversified, especially for women, youth and socially marginalized groups	3.4.1 Number of community members economically benefiting from wildlife economy through (i) new jobs created; (ii) increased income. (iii) new enterprises/business created or supported; (iv) other diversified livelihood opportunities	2.2. A diversity of sustainable alternative livelihood opportunities facilitated, established and supported within communities adjacent to the BFNR, especially for women, youth and socially marginalized groups.	***Indicator 17****: Number of community members (disaggregated by gender) benefiting from Inclusive wildlife-based enterprises and alternative livelihoods established and supported* ***(GWP GEF-8 indicator 3.4.1)***
GWP GEF-8 COMPONENT 4: Coordination and Knowledge Exchange for Transformational Impact			
4.1 Knowledge generation, exchange and learning enable innovation, replication, and scale up of best practices	4.1.2 Number of 'lessons learned (positive or negative) and 'good practices' documented and shared (i) across GWP and (ii) beyond the GWP platform	3.1.: Knowledge generation, exchange and learning enable innovation, replication, and the scaling up of best practices.	***Indicator 18****: The number of project lessons documented and disseminated to other national and international projects, including through the attendance of GWP related conferences* ***(GWP GEF-8 indicator 4.1.2)***
4.2 Technical capacity of national and/or sub-national institutions and/or partners is collaboratively developed	4.2.1 Number of GWP countries reporting an increase in capacity	3.2.: Technical capacity of national and/or sub-national institutions and/or partners is collaboratively developed, and strategic partnerships are established.	***Indicator 19****: capacity of project partners to achieve the project objective as measured using the UNDP capacity score* ***(GWP GEF-8 Indicator 4.2.1).***

Figure 1: Eswatini's Big Five Nature Reserve Theory of Change Diagram



Assumptions

1. There will be sustained political and community support for habitat restoration and conflict resolution.
2. Gender responsive legal, policy and governance mechanisms for the establishment of these PAs within the timeframe of the project.
3. Existing protected and conserved areas demonstrate sufficient flow of economic benefits to communities
4. Stakeholders are willing to adopt and maintain co-existence strategies.
5. Expanding habitat connectivity will minimise human-wildlife interface and interaction.
6. Gender responsive human–wildlife mitigation measures will be sufficient to ensure the safety of adjacent communities; and
7. Enhanced gender inclusive community engagement and involvement in management of wildlife resource reduces incentives for involvement in Illegal or unsustainable trade or use.
8. The consolidated area of the Big Five Nature Reserve is large enough to sustain viable population of key wildlife species and increase tourism revenue flows.
9. Gender responsive investment flows into the Big Five Nature Reserve enables growth of jobs and businesses in and related to the wildlife economy.
10. Project partners will actively participate in knowledge management platforms and are willing to share and utilise knowledge collaboratively with effective participation in implementation of project activities.

IV. RESULTS AND PARTNERSHIPS

Expected Results:
The overall project objective, strategy and theory of change have been elaborated in Section III. Expected Results for this project are described below.

Component 1 (Coexistence of People and Wildlife in Connected Habitats). Under this component, the focus is on strengthening habitat connectivity and foster sustainable human-wildlife co-existence and human well-being through protection of existing reserves, parks and community managed areas, and restoration of degraded habitats and wildlife corridors; and reducing incidence and severity of human wildlife conflict. Key interventions include: i) promote stronger gender inclusive governance over the landscape through policy and legislative reforms and collaborative management frameworks; ii) facilitate integrated ecosystem management planning; iii) participatory boundary establishment and demarcation of the proposed BFNR, iv) Preparation of necessary instruments for the gazettement of new areas included in the nature reserve. iii) establish systems and mechanisms for monitoring of key wildlife species; iv) Implement HWC compensation schemes including insurance options; v) strengthen capacity of the management entity responsible for the BFNR and communities to rapidly respond to incidents of HWC to ensure the safety of adjacent communities and their assets; vi) implement "herding for health" approach to improve rangeland management, biodiversity and livelihoods.

The **outcomes and associated outputs** that will be generated under this component are:
Outcome 1.1: Supportive gender responsive policy and institutional framework for the establishment of Eswatini's Big Five Nature Reserve are in place.
Under this outcome, the project will promote stronger gender inclusive governance over the landscape through policy and legislative reforms and collaborative management frameworks. As a precursor to the integration of the currently fragmented PCAs, which are designated to form the BFNR, it will be necessary to facilitate a process of creating a policy, legal and institutional framework that will pave the way for the establishment of the BFNR. In addition to this, the framework will need to provide the enabling environment for the effective management of the BFNR. The physical process of amalgamating the PCAs into the BFNR will be handled by the existing and future management entity/ies as this will primarily entail the dismantling of existing fencing that currently separates the PCAs, although budget has been set aside to assist with the reinforcement of external fencing so that it is of nature that will ensure containment of the dangerous game species within the BFNR. Lastly, and to ensure that the BFNR is perceived as an asset to affected communities and the country as a whole, gender inclusive governance mechanisms and agreements will be established to ensure open, transparent and collaborative management of the BFNR.

1.1.1: *Gender responsive policy, legislation and institutional frameworks reviewed and enhanced to support the establishment and effective management of the BFNR, the Wildlife-based economy, community beneficiation and curb illegal wildlife trade (IWT).* This will include a) review of existing relevant legal and policy instruments and their institutionalization with the objective of identifying where these can be adapted and/or enhanced to better support the wildlife-based economy, enhance human-wildlife co-existence and curb the IWT; and increase flow of economic benefits to communities. Specifically, the project will support review of the policy and legislation governing wildlife management in the country to harmonise institutional mandates over BFNR; cooperative governance mechanisms and make recommendations for their improvement in terms of supporting the wildlife-based economy, human-wildlife conflict management and curbing the IWT; land beneficiation policy and leasehold arrangement with Nkalashane farm for the Shewula chiefdom considering that they are giving land to the Big 5 project; benefit sharing mechanisms; and human wildlife-conflict management; and b) Strategic Environmental and Social Assessment (SESA) is implemented to inform the policy change process.

1.1.2: *Existing protected and conservation areas, cattle farms, and portions of land from three different communities integrated under a single protected area and governance framework.* The project will, a) facilitate the processes necessary to develop supportive policy and institutional frameworks for the integration of the various land parcels into the BFNR including instruments for the gazettement of new areas included in the nature reserve; b) Provide legal and institutional support to the integration process, even as this may be a phased approach dictated to by the legal and policy frameworks related to the various parcels of land and their current tenure and management arrangements;

c) Monitor and report on progress with the integration process recognising that achievement of this Output is a prerequisite to achievement of most other Outputs; d) Ensure that the establishment of the BFNR happens within the legal, policy and spatial context of the Lubombo TFCA and the Lubombo Biosphere Reserve, looking to the latter as a possible over-arching governance framework; e) Pursue the possible listing of the BFNR as a World Heritage Site with UNESCO; and f) Implement SESA to inform the governance framework.

1.1.3: *Gender Inclusive Governance mechanisms established.* As a precursor to 1.1.1 (d) the project will carry out an assessment of existing governance mechanisms and work with the relevant organs of state to determine the Governance Mechanism which are best suited to ensure full compliance with the Gender Mainstreaming Plan developed during the PPG phase. The project will provide on-going support to the established Governance Mechanisms throughout project implementation; convening meetings, maintaining meeting records, providing project implementation feedback and reporting; and any other services required to ensure the institutionalization of the mechanisms.

1.1.4*: Gender inclusive Collaborative management partnership agreements established.* Considering that the proposed BFNR includes conservation areas established under different legislation and governance, it will be important that management of the reserve is placed under an entity neutral but answerable to all the partners through a collaborative Management Partnership (CMP). In addition, CMPs have been successful in various regions, particularly in Africa, where they have helped fund protected area management, enabling positive conservation, social, and economic outcomes. The project will utilise the CMP resource guide developed by the WorldBank under the GEF-GWP to facilitate the process of a) identification and selection of potential partners; b) negotiating, drafting and finalizing collaborative management partnership agreements necessary to establish, operationalize and institutionalize the Governance Mechanisms established under 1.1.2; c) Develop and implement a monitoring and evaluation framework for implementation of the CMP to assess its effectiveness based on gender responsive performance indicators. The project will facilitate south to south learning exchange to existing CMPs in Southern Africa to document lessons learned and experience to inform BFNR framework.

Outcome 1.2: Protected and conserved areas and other wildlife habitats are consolidated, effectively managed and restored.

Following the institutional and physical amalgamation of the PCAs, BFNR has been established as a single entity, both in terms of its governance and its geography, it will be necessary to facilitate a process of developing an integrated protected area management plan in accordance with global best practice. During the amalgamation process, it will be possible to work with the adjacent land parcels and their managers and users, to establish and implement SLM plans that ensure that these areas are set on a positive restoration trajectory that will persist well after the termination of the project. As these SLM plans take effect, the improved land management will serve to enhance the ecological viability of the BFNR, into which key wildlife species may be reintroduced to bolster existing populations and to bring back key species that used to occur in the area. Considering that some of these species will be sort after through IWT, it will be essential to ensure that both the BFNR and its surrounding land is well protected through the effective implementation of an innovative security and anti-poaching plan.

1.2.1: *An integrated protected area management plan developed and implemented.* The project will facilitate integrated ecosystem management planning and participatory boundary demarcation of the proposed BFNR in line with the process prescribed by the IUCN WCPA as best practice for protected area management planning. Key activities will include: a) Establish a Core Planning Team as per the Governance Mechanism/s developed from 1.1.2; b) Carry out a comprehensive situation and stakeholder analysis using that produced from the PPG phase as a point of departure; c) Using the output from (b), identify and invite all relevant stakeholders including vulnerable groups, to participate in a workshop to develop the framework for the management plan; d) develop a framework for the management plan including a shared long-term vision or desired state for the protected area, a prioritised list of management objectives needed to achieve the vision and a zonation plan that expresses the management objectives spatially; d) The gender inclusive Core Planning Team to unpack the framework into the more detailed and short-term management statements that will guide the work necessary to achieve the management objectives and the long-term vision; e) Prepare a concise document with relevant supporting information and circulate to stakeholders for review and comment; Conduct a comprehensive assessment of the current state of the protected area, including biodiversity, ecosystems, and existing management practices; and f) Finalise the management plan based on comments received and present to stakeholders for validation.

To facilitate implementation, the project will provide gender inclusive training and capacity-building opportunities for staff and local communities to enhance their skills and knowledge; regular review and update of the management plan based on monitoring results and changing conditions; report on progress and outcomes to stakeholders and funding agencies.

1.2.2: *Degraded areas under Sustainable Land and rangeland Management with a positive restoration trajectory*. The project will implement "herding for health" approach which has been piloted in SADC countries in collaboration with Conservation International and Peace Parks Foundation to improve rangeland management, biodiversity and livelihoods. Key activities include a) Identify, quantify (spatially and in terms of severity) and categorise degraded areas according to the degradation drivers, both within and adjacent to the project area; b) Formulate gender responsive long-term Sustainable Land Management plans of action in consultation with stakeholders to address each of the driver categories, inclusive of annual implementation budgets; c) Secure sustainable sources of funding to invest in the required restoration activities and implement the Sustainable Land Management plans and engage the "Working on Invasive Alien Plants" programme; d) Identify gender responsive capacity development requirements necessary to ensure the effective implementation of the restoration plans; e) Implement gender responsive long-term monitoring of the effectiveness of the restoration efforts and produce annual reports that are used to inform active-adaptive management of the restoration actions.

1.2.3: *Key wildlife species re-introduced to restore populations*. Under this output, the project will a) Carry out an assessment, with the participation of local communities, of existing wildlife populations relative to what the area would have carried in the past, relative to the carrying capacity of the area and to the behavioural dynamics of the species mix (predator-prey, bulk-grazers, long-grass selective grazers, mixed feeders, browsers, etc.); and identify which wildlife populations require augmentation. Identify and assess the potential risks and impacts of species reintroduction on local communities and the intangible cultural heritage-use Berliner (2022) report as a point of departure and guideline as well as the work that has been carried out by the Savannah Research Centre at Mbuluzi Game Reserve; b) Reach out to other protected areas in Eswatini, neighboring countries and others in SADC to identify sources of the required species and develop reintroduction plans, including the required budgets; c) Once the required budgets have been secured, work with the source protected areas and countries to facilitate the capture and relocation of the wildlife species in respect of international, regional and national legal requirements; d) Devise and implement long-term participatory monitoring programmes to assess the extent to which the augmentation efforts have been successful and to ensure that wildlife populations remain within the scientifically determined carrying capacity for the area (see Berliner, 2022); and e) Ensure that monitoring data is processed and reported on to inform the active-adaptive management of the area.

1.2.4: *Security and anti-poaching plan developed and implemented*. Under this output, the project will support establishing systems and mechanisms for monitoring key wildlife species. This will include: a) Carrying out an assessment of the areas vulnerabilities based on historical data, on the status quo and on planned wildlife re-introductions; b) Use the information from (a) to develop a security and anti-poaching plan; c) Carry out a gender inclusive capacity assessment to identify the extent to which the plan needs to be augmented by the development of human capacity, financial capacity and equipment. Regarding capacity development, an emphasis needs to be placed on ensuring gender equity and the training and employment of women in the anti-poaching and security teams; d) Implement a training program for all security personnel that includes human rights, conflict management, and Sexual Exploitation, Abuse, and Harassment (SEAH); e) Pursue the establishment of a K9 anti-poaching unit that will augment the capacity needed for the implementation of the overall security and anti-poaching plan; f) Develop and carry out regular campaigns aimed at building an understanding of the impact of poaching and the need for behaviour change; g) Work with neighboring communities to identify, train, equip and deploy community-rangers. Note that as highlighted in 1.2.2, security and anti-poaching are exacerbated where affected communities do not enjoy tangible benefits from the conservation area and therefore, the development of sustainable livelihood opportunities and the sustained flow of tangible benefits are essential to ensure a positive relationship between the protected area and its affected communities, and the required change in behaviour of those involved in both subsistence and commercial poaching activities.

Outcome 1.3: The incidence and severity of human-wildlife conflict is reduced and co-existence embraced. Competition for land and access to resources will be an ever-present and increasingly difficult dynamic for PCA managers to handle and it is therefore essential that the Outputs listed below are achieved to ensure the Outcome of co-existence is achieved. While Component 2 is designed to position the BFNR as a legitimate land use that brings tangible, meaningful and sustained benefits to adjacent communities and the country as a whole, the risks of HWC and zoonotic disease spill over will need to be consistently and effectively managed to ensure that the benefits are not negated or compromised. The project will need to ensure that the PCA and BFNR management have the plans and the capacity to address HWC both reactively and pro-actively; as well as the risk of zoonotic disease spillover associated with the interface between cattle and buffalo, particularly that of Bovine TB spreading from buffalo in the BFNR to the cattle in adjacent areas.

1.3.1: *Enhanced capacity of response teams and local communities to manage HWC.* Under this output, the project will strengthen capacity of the BFNR management entity, communities and partners to rapidly respond to incidents of HWC to ensure the safety of adjacent communities and their assets. This will include the following activities: a) Maintain integrity of the perimeter fencing to ensure that it retains the capacity to prevent the movement of dangerous wildlife species out of the protected area and prevents illegal incursions of either people and/or livestock into the protected area; b) Assess the capacity development requirements of the response teams and ensure that all human, operational and financial needs are secured in the long-term; c) Develop and implement a variety of out-reach campaigns aimed at the creation of awareness and knowledge of affected communities in relation to the risks of living adjacent to a Big Five protected area and how to behave in the face of potential conflict; d) Investigate and introduce barriers such as chili hedges and beehives as deterrents to elephants and link the latter to livelihood opportunities; e) Develop and implement digital enabled HWC early warning systems including AI and spatial monitoring technologies; f) Develop and implement a monitoring protocol including HWC databases that will assist in the regular assessment of the effectiveness of the measures and behavioural change to inform the active-adaptive management of the protected area.

1.3.2: *HWC insurance options developed.* Under this output, the project will implement HWC compensation schemes including insurance options. Key activities will include: a) Carry out an assessment of HWC insurance initiatives, where these have been successfully applied in other countries participating in the GWP and SADC region, such as Namibia and make recommendations that are specifically relevant to the protected area building on lessons learned; b) Present recommendations to the protected area governance mechanisms for ratification; c) Work with the governance mechanisms to establish the structures, processes and financing necessary to provide affected communities with insurance against damages caused by wildlife; d) Contribute to the development of National Wildlife Management Policy currently being developed by MTEA, to ensure inclusion of mechanisms for protection, compensation and insurance of communities.

1.3.3: *A plan and monitoring framework for the prevention of potential zoonotic risk spill overs developed.* The threat of zoonotic disease spill over relates specifically to the introduction of buffalo into the area, especially where there is commercial and/or subsistence livestock farming areas immediately adjacent to the protected area. The project will promote one health approach to mitigate the risk of zoonoses at the interface between human, livestock and wildlife. This will include: a) Assessing health systems in Eswatini for prevention and control of priority zoonotic diseases; b) Supporting the development of sustainable wildlife health surveillance networks including deployment of real-time digital solutions for reporting of domestic and wild animal diseases such as mobile phone platforms piloted in Kenya, Rangers and community surveillance for wildlife mortality surveillance; and for wildlife health events for use by rangers on Earth Ranger or SMART platforms; c) Work with the Ministry of Health and Ministry of Agriculture to ensure that the required sanitation protocols, standard operating procedures and infrastructures are in place and integrated into the protected area management plan, inclusive of related budgets for long-term and effective implementation of one health approach; d) Identify any capacity development requirements and ensure that these gaps are filled as they relate to human, financial and operational capacity, in line with the gender equity plan; e) Monitor implementation of the plan ensuring that all data is well captured, stored and processed with regular reports being generated that feed into the active-adaptive management of the protected area.

Component 2-Wildlife for Prosperity: This component focuses on measures to enhance sustainable livelihoods for communities through wildlife economy initiatives that foster human-wildlife co-existence and biodiversity conservation. The project will support interventions that promote inclusive wildlife economy which ensures socio-economic growth and reduces poverty in the affected communities; value chains drive inclusive employment creation at the local community level, and within the BFNR and affected Communities, SMEs and Entrepreneurs are supported (i.e. skills knowledge finance) to participate and flourish in the BFNR wildlife-based economy and associated value chains. The project will implement a diversity of gender responsive wildlife-based economy activities to improve livelihoods and the flow of conservation benefits to communities.

Key interventions will include: i) Development of a gender responsive wildlife economy strategy, ii) Carry out ecosystem services assessment and valuation of the protected area and review beneficiary pathways; iii) Explore and pursue opportunities to enhance livelihood strategies and innovative financing mechanisms including payment for ecosystem services for adjacent communities. iv) Facilitate the establishment and operationalisation of governance mechanisms to manage the flow of benefits from the protected area, inclusive of gender equity considerations; v) Develop and implement a tourism plan for the BFNR that delivers benefits for the planet and people especially women and youth in the landscape; vi) Facilitate the establishment of operational partnerships between private sector, government and communities; vii) undertake feasibility assessments of small to medium alternative livelihood opportunities and enterprises; and provide catalytic financing. The **outcomes** and their associated **outputs** are:

Outcome 2.1: A sustained flow of meaningful and tangible wildlife-based economy opportunities and benefits from the BFNR are realised by affected communities and are managed through appropriate gender inclusive governance mechanisms.

The Outputs required to achieve this Outcome have a focus on the economic opportunities inherent within the BFNR and begin with the development of a wildlife-based economy strategy specifically for the BFNR. Given the vulnerability of tourism industry, it will be necessary to capitalize on the current work being done in the SADC region on the identification and brokering of innovative financing opportunities related to effectively managed PCAs, such as carbon credits, green bonds, debt for nature swaps, etc. As such the financial viability of the BFNR will be enhanced together with its socio-economic resilience. Of cardinal importance though is to establish gender responsive governance mechanisms to manage and monitor the flow of benefits generated from within the BFNR to affected communities. These mechanisms are essential to ensure the transparent, fair and equitable distribution of and access benefits, while also providing the data necessary for reporting on the socio-economic relevance of conservation as a land use.

2.1.1: *Gender responsive wildlife-based economy strategy developed.* It is critical that the concept of the "wildlife economy" be seen in its broadest sense incorporating nature-based tourism and other consumptive and non-consumptive uses. The project will support a) Implementing ESIA, Process Framework, ESMP, and Livelihood Action Plan; b) Carry out a full ecosystem service review of the protected area clearly identifying the full suite of ecosystem goods and services that are produced and delivered from within its boundaries, the beneficiaries (local, regional and global) of these and the beneficiary pathways. It is recommended that an external social and environmental consultant be commissioned to undertake this work together with a resource economist; c) Identify ecosystem services that are quantifiable and potentially tradable, such as carbon sequestration, water, medicinal plants, etc; d) Explore and pursue opportunities to engage with potential investors or buyers of these ecosystem services and facilitate/broker agreements for long-term investments; e) Work with affected local communities to facilitate access to ecosystem goods and services that will help to augment their livelihood strategies; f) Develop and implement an awareness campaign that helps affected communities and decision-makers at all levels understand the full value of the protected area relative to the investments required to secure its integrity and its ability to continue supporting a viable wildlife economy; g) Monitor and report on all income and benefit generating opportunities and generate regular reports highlighting the value and relevance of the protected area within its broader socio-economic landscape; h) Undertake a skills/capacity development assessment and make recommendations on where and how skills and capacity development can be implemented in relation to the support required for the wildlife-based economy; i) Facilitate skills/capacity development opportunities with a focus on building opportunities for women and youth.

2.1.2: *Gender responsive governance mechanisms to manage and monitor the flow of benefits generated from within the BFNR to affected communities are established, operationalised and maintained*. Under this output, the project will support a) Review of existing governance mechanisms that are in place within the country and in other GWP-participating countries in relation to benefit sharing; b) Facilitate engagements with the governance structures of affected communities to present the findings from the assessment and to negotiate suitable governance mechanisms necessary to manage and monitor the flow of benefits from the protected area, inclusive of gender equity considerations; c) Present the recommended governance mechanisms to the protected area governance mechanism developed under 1.1.2 for validation/ratification; d) Ensure that both the protected area management and the affected communities have the capacity to implement the recommended governance mechanisms to manage and monitor the flow of benefits ensuring that marginalised groupings are well integrated into the beneficiary mix; e) Ensure the gathering, storage and processing of related data for the regular generation of reports that clearly illustrate, qualitatively and quantitatively, how affected communities are benefiting from the protected area.

2.1.3: *Gender inclusive Sustainable Tourism and Business Development Plan for the Big Five Nature Reserve developed and implemented.* It is important that tourism is seen as one of the many ecosystem services the protected area has to offer and be managed in a way that does not impact negatively on the areas capacity to deliver other ecosystem services. As such, the business plan should form part of the area's Integrated Management Plan as detailed in 1.2.1. Key activities will include: a) Engage suitably qualified tourism development expertise to produce a "Tourism Concept Development Plan" for the protected area; b) Identify and assess the potential social and environmental risks and impacts associated with tourism development and prepare and implement the respective management plans and measures; c) On the basis of the recommendations from (a) produce a prospectus of development and investment opportunities and engage with potential investors recognised as leaders in the tourism industry; d) Applying global best practice, facilitate concession agreements necessary to realise the opportunities identified in the Concept Development Plan; e) Put in place mechanisms to monitor the development of the tourism facilities and related infrastructure to ensure that all potential negative environmental impacts are suitably mitigated and that all positive impacts are enhanced and realised; f) Ensure that all concession and development agreements are responsive to the gender mainstreaming requirements of the project and that they respect the governance mechanisms established under 2.1.1.

2.1.4: *Gender responsive Innovative business and financing models, to attract private sector investment in tourism and conservation infrastructure, developed.* The focus under this output is to catalyse private sector investment in the BFNR and landscape and ensure that commercial livelihood initiatives are strongly linked to the relevant markets and are market-driven. The project will, a) Work with the central bank and Ministry of Finance to develop and ensure adherence to sustainable finance requirements; c) Work with relevant government structures to facilitate and broker the sourcing of green and blended financing options to ensure communities benefit meaningfully from conservation of biodiversity in BFNR; d) Work with project proponents to develop attractive, viable, and well-coordinated leasehold and concession arrangements for private-sector investment.

Outcome 2.2: A diversity of sustainable alternative livelihood opportunities is facilitated, established and supported within communities adjacent to the BFNR, especially for women, youth and socially marginalized groups.

This Outcome focuses on the economic opportunities for communities adjacent to the BFNR. While not the core business of the BFNR, its management entity will have the capacity to facilitate the establishment of community-private-public partnerships related to tourism value-chains and the overall management of the BFNR. Inherent within this are a number of enterprise development opportunities described in the Livelihoods Pathways Report (Annex 21) of this Project Document, the establishment of which will have mutual benefits for the BFNR and its adjacent communities. In addition to this, there is the need to assist these communities with the identification and establishment of alternative livelihood opportunities aimed at enhancing their resilience to climate change such as permaculture food production initiatives, both at the homestead level as well as at the broader community level where co-operatives can be established to facilitate the sale of excess produce. As livestock ownership is key to the livelihood strategies of the adjacent communities, it will be important for the project to also pursue sustainable range management initiatives such as the "Herding for Health programme" (https://www.conservation.org/projects/herding-for-health) and their Meat Naturally Pty model (https://www.conservation.org/projects/conservation-international-ventures-llc/meat-naturally-pty).

2.2.1: *Gender inclusive Community-private-public partnerships developed to facilitate community participation in the tourism value chains.* Key activities include: a) Work with tourism facilities and activity operators to pro-actively identify all the opportunities inherent in the running of their establishments; b) Work with local communities to raise awareness of the above opportunities and to identify suitable candidates; c) Work with local communities and the tourism facilities and activity operators to build capacity for the uptake of opportunities while also addressing the gender equity requirements; d) Facilitate brokering of PPP agreements between tourism facility operators and local communities whereby all parties agree to work together to ensure the sustainability of the investment/s and the delivery of products and/or services at a level and standard required to uphold the integrity of all parties.

2.2.2: *Gender responsive alternative livelihood opportunities facilitated, established and supported.* Under this output, the project will particularly support communities who have or will lose access to natural resources because of the establishment of the Big Five Nature Reserve to ensure that all affected communities develop and sustain a positive relationship with the protected area. The Process Framework and Livelihood Action Plan indicated in Activity a) of Output 2.1.1 will be implemented prior to any project activity leading to the restriction of access to natural resources of local communities. A list of potential livelihood options has been outlined in the Livelihoods Pathway Report (Annex 21) Key activities include a) Undertake feasibility assessment of alternative livelihoods pathway options and enterprises listed in the Livelihoods assessment report (Annex 21). This could include investigating in existing alternative livelihood initiatives in other SADC countries, such as CAMACO in Zambia and develop a portfolio of opportunities with an understanding of the support required to establish and sustain them; b) Facilitate engagements with affected communities to identify alternative livelihood opportunities they would be willing to embrace and introduce additional options from (a) above, with a particular emphasis on empowering marginalised groupings, women and youth; c) Develop business plan and enter into agreements with those communities who demonstrate the required willingness and desire to embrace the opportunities; d) support implementation of the alternative livelihoods for which business plans and agreements have been developed and entered into; e) Co-manage the establishment of the alternative livelihood projects together with the relevant community structures and facilitate the provision of technical and financial support as per the business plan; f) Support access to clean cooking and energy saving solutions to mitigate loss of access to fuel wood sources and improve conditions of living for women; g) Maintain close links with all the alternative livelihoods projects to monitor their establishment, management and benefit generation; h) Produce regular reports to communicate the successes and failures of all initiatives and to ensure that all lessons learned are shared across the project area and the GWP; i) Provide catalytic grant financing to community groups engaged in wildlife-based economy and nature positive initiatives, especially for women and youth.

Component 3: Coordination and Knowledge Exchange for Transformational Impact: Under this component, the project focus is to catalyze stakeholder engagement, evidence based policy shifts and adaptive management to ensure successful implementation of the child project, scale up and replication of results. Key interventions include a) Development of a centralised database for conservation and co-existence-related knowledge that is accessible by key stakeholders; b) Promote the use of technology (e.g. Apps and GIS) for data collection, analysis and dissemination; and c) Facilitate effective stakeholder participation in knowledge sharing and learning platforms. The **outcomes** their associated **outputs** that will be generated under this component are:

Outcome 3.1: Gender responsive knowledge generation, exchange and learning enable innovation, replication, and the scaling up of best practices. As part of the GEF-8 GWP, this project has the opportunity of providing lessons learned on a global platform as well as influencing conservation management at a national level. All efforts put in by the project and its partners, including women groups need to be consistently monitored with credible data generated to produce robust and objective reporting at all levels and irrespective of successes or failures. In collaboration with the Ministry of Education and institutions of higher learning such as University of Eswatini, the project will support applied research to monitor human-wildlife interactions and measure the effectiveness of interventions to inform adaptive management.

3.1.1: *Lessons learned are documented and disseminated.* Key activities include a) Develop and implement a comprehensive communication and partnership strategy and plan in line with the GEF policy on communication and visibility b) Establish and maintain a central repository for the storage of all data, reports and publications; c) undertake applied research on human-wildlife co-existence, flow of economic benefits to communities; and herding for health.

d) Extract information on achievements, success stories and lessons learned from the project and regular reporting processes and capture these in appropriate report formats; e) Package selected material into written and video media for circulation among national agencies, stakeholders, and media channels, as well as international outlets including UNDP websites and newsletters, within the GWP and the GWP GEF-8 Wildlife Conservation for Development Integrated Program.

3.1.2: *Gender inclusive effective participation and contribution to knowledge exchange platforms facilitated and ensured*. The project will support a) Convening of annual stakeholder engagement conference where project progress is shared and stakeholders engaged to reflect on progress made and lessons learned to inform scale implementation planning; b) Participation of partners including women groups in relevant national, regional and international platforms at which project achievements and lessons learned may be shared and published; and c) Maintaining contact with the GWP to identify opportunities for exchange learning for the PMU, project partners and relevant stakeholders; d) Attendance of and participation in the GWP annual conferences and other events.

Outcome 3.2: Gender inclusive technical capacity of national and/or sub-national institutions and/or partners is collaboratively developed, and strategic partnerships are established.

In consideration of the innovative approaches to conservation management that will be implemented by this project, it is possible that there will be skill gaps within the national and/or sub-national institutions and/or project partners including women and youth groups. The project will undertake an assessment to identify these gaps and facilitate processes necessary to address them so that the sustainability of the project is ensured in the long-term. It is important to recognize that the success and sustainability of the project is dependent on the establishment and maintenance of strategic partnerships at all levels. Strong linkages with government agencies, local and international NGOs who can support and contribute to the effective management of the BFNR and its surrounding PCAs to ensure that BFNR is ecologically, socially and economically linked at all levels.

3.2.1: *Gender inclusive comprehensive skills development assessment completed, and strategically important capacity gaps are addressed.* Key activities include a) Carry out a comprehensive skills and capacity gap analysis of all project partners including women and youth groups in relation to their ability to carry out their commitments to the project, both during implementation and in the longer-term; b) Facilitate and support the required skills development activities necessary to build the skill shortages identified.

3.2.2: *Gender inclusive strategic partnerships necessary for enhanced, effective and sustainable implementation identified, nurtured and secured*. Working off the Stakeholder Engagement Plan and Gender Action Plan, a) identify the strategic partnerships necessary to ensure successful implementation of the project, particularly in the longer-term (beyond the GEF-funded phase); b) Facilitate processes necessary to secure agreements between project partners, either bi-lateral or multi-lateral as required; c) Support implementation of the agreements during project implementation by ensuring that meetings are convened, and records are kept.

Component 4: **Monitoring and Evaluation**-A Participatory monitoring and evaluation system will be developed and implemented to ensure that there is evidence based planning, reporting and decision making and adaptive management for effective project implementation aligned with the GWP GEF-8 IP framework. The project will a) coordinate with the GWP team on some aspects of M&E reporting and report results to the IP lead agency in addition to the GEF Secretariat; b) Participate in GWP coordination M&E activities including active involvement in the M&E working Group, coordination calls and surveys; c) Ensure that terms of reference for MTR and TE will include GWP specific questions on additionality, value added, or benefits from participation in the GWP.

These expected results are aligned with the higher-level outcomes of the GWP GEF-8 **Wildlife Conservation for Development Integrated Program (WCD IP)** and contribute to Eswatini's national development priorities, NDC, Land degradation neutrality, the national development strategy and plan, and the National Biodiversity Strategy and Action Plan (NBSAP) targets aligned with the GBF. The project will ensure delivery of benefits for people and the planet by integrating gender equality and social inclusion, and social and environmental safeguards considerations into all aspects of its design and implementation. This will involve conducting gender analysis, developing gender action plans, and promoting the participation and empowerment of women and marginalized groups in decision-making processes and applying the mitigation hierarchy to potential risks and opportunities as appropriate.

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 as per relevant policies, notably the UNDP Disclosure Policy and the GEF policy on public involvement.

Resources required to achieve the expected result: Project implementation will be led by the Project Manager supported by a small team of full-time staff that will make up the Project Management Unit, based within the Ministry of Tourism and Environmental Affairs, where resources will be required to equip and maintain the office. Project interventions will be supported by international and national consultants. To ensure that the PCAs are effectively managed, the project will assist in the procurement of equipment to enhance the capacity of the staff in all management sectors. Resources will be provided to expand the existing K9 anti-poaching unit currently operating on the Royal Hlane National Park to ensure that the handlers and their K9s are well trained and equipped. Substantial investments will be made into improving management of existing and new conservation areas and wildlife corridors; SLM practices in ranches adjacent to the core of the BFNR so that they are put on a positive restoration trajectory before project termination and community beneficiation. UNDP will provide oversight support to the Implementing Partner, the Ministry of Tourism and Environmental Affairs, as co-chair of the Project Board and therefore, providing a key oversight role.

Partnerships:
Partnerships will be established with the management entities of the PCAs (Big Game Parks and Eswatini National Trust Commission; managers of the Royal Hlane National Park; the Mlawula Nature Reserve) and community managed areas (Mhlumeni and Shewula Nature Reserve); and farms that are targeted to make up the consolidated area of the BFNR. Partnerships with the Ministry of Agriculture, the Ministry of Health and the Ministry of Public Works and Transport will be secured so that the threat of potential zoonotic disease spill-over can be monitored and managed; and that important bulk infrastructure developments can be guided to support the conservation and tourism developments and effective management of the BFNR respectively. Also, partnerships with neighboring communities will need to be established and maintained as mechanisms through which out-reach programmes will be channeled, HWC will be managed, livelihood opportunities facilitated and supported; and anti-poaching and the IWT brought well under control. Further, Eswatini Railways stand to play a significant role in the management of their infrastructure that currently cuts through what will be the core area of the BFNR, as well as capitalising on opportunities that this railway line and its link to Mozambique offer to the project.

The proposed project will leverage on the $3.9 million GEF7 financed project for restoration of ecosystems, integrated natural resource management and promotion of SLM in Mbuluzi River Basin. Further, the government and partners intend to invest about $40 million around the project area towards upgrading transport, accommodation and other conservation/ tourism infrastructure. The Ministry of Tourism and Environment has received approval to recruit staff who will manage activities for establishment of the Big5 Nature Reserve. These staff complements will also support implementation of this GEF financed project. Private sector partners continue to invest in basic infrastructure and wildlife protection in LYSIS, the Royal Hlane National Park and Mbuluzi Game Reserves.

The Lubombo Conservancy (LC) established with the support of the Peace Parks Foundation (PPF) in 1999 to bring together the main conservation stakeholders in the Lubombo region, namely Mlawula Nature Reserve, Hlane National Park, Mbuluzi Game Reserve, IYSIS, and the Shewula Community. Its main objectives are, 1) to create a single conservation area without fences where game could roam freely and 2) to maximize the region's potential for ecotourism and broad-based socio-economic benefits. Lubombo conservancy has potential to provide a strong vehicle for stakeholder participation in the Big 5 Nature Reserve, building on established partnerships, trust, and experience.

The BFNR, being located within the Lubombo Region of the country, will form an important conservation area within the Lubombo Biosphere Reserve and Transfrontier Conservation Area (TFCA)-an initiative between Eswatini, Mozambique and South Africa. The Lubombo TFCA is recognised by the SADC TFCA Programme 2023 – 2033 (SADC, 2023), as a Category A TFCA- a TFCA with a binding agreement between the partner countries.

As such, the BFNR will be part of the transfrontier collaboration activities related to the Lubombo TFCA which will contribute to much that the project seeks to achieve, especially addressing the re-introduction of important species, curtailing of poaching and IWT, and facilitation of cross-border tourism activities such as hiking trails and passenger trains. The project will establish collaboration with the UNESCO supported Biosphere Reserve initiatives.

The project board and technical working group elaborated under section X (Governance and Management) of the project document provide the main platforms for multi-stakeholder coordination and collaboration. The project will leverage other existing coordination mechanisms in the country and project to enhance synergy building, learning and complementarity with ongoing initiatives including those financed by the GEF. The project will explore options of co-locating project staff with key partners in the landscape to increase effectiveness and efficiency of operations. The project will provide regional cooperation opportunities with countries implementing initiatives on innovative financing solutions to support biodiversity conservation in geopolitical, social and environmental contexts relevant to the proposed project in Eswatini.

Table 2: Summary of Co-financing

SOURCE	TYPE	AMOUNT (US$)	INCLUDED IN PROJECT RESULTS?	ACTIVITIES/OUTPUTS
Government/ Ministry of Tourism and Environmental Affairs	In-kind	6,944,000	No	PMU costs and participation of government staff in project activities.
	Public investment	18,340,000	No	Bulk infrastructure development is required to support tourism developments. This includes road infrastructure development and upgrading; Water provision for affected communities and boundary fencing
Government/ Eswatini National Trust Commission	In-kind	4,000,000	No	Recurrent operating costs for maintaining Mlawula Nature Reserve
	Public Investment	1000,000	No	Capital development projects
Big Game Parks	In-kind	7,000,000	No	Recurrent expenditure on the operation and management of Hlane National Park. Collaborate on establishment of single management entity and consolidation of PCAs into the core of the BFNR.
	Private equity investment	1,200,000	No	Equity in capital development on roads, fencing, hides, habitat restoration and high-end tourism infrastructure.
Royal Eswatini Sugar Cooperation	Private equity investment	1,088,097	No	Infrastructure development for livestock and wildlife; Tourism infrastructure development.
Mbuluzi Game Reserve	In-kind	1,200,000	No	Operating expenditure to maintain and enhance the Mbuluzi Game Reserve boundary portion of the Big 5 Nature reserve.
	Private Equity investment	2,400,000	No	Buildings and other infrastructure in the Mbuluzi Game Reserve portion of the Big 5 Nature reserve
AWF	In-kind	100,000	No	Technical support to MTEA with regards to PA management in general.
UNDP	Grant	100,000	Yes	Technical assistance for monitoring and evaluation, institutional capacity strengthening.
	In-kind	200,000	No	Technical and oversight support not covered by Agency fees including RR participation in the project board
TOTAL		**43,572,097**	No	

The co-financing contribution will increase with inputs from listed partners currently not confirmed.

Risks and Assumptions: The key risks to realizing project results include resistance from communities due to economic pressures; and habitat fragmentation due to infrastructure development and other land use changes in the landscape. The project will implement livelihood support programs and fair human-wildlife compensation schemes; and enhance collaboration with developers to adopt wildlife friendly infrastructure planning.

The project carries an overall **High** -SES risk rating since it includes one risk rated as substantial (out of a total of 11 risks). The event carrying **high** rating relates to the potential economic displacement, i.e. loss of access to resources due to restriction as well as changes to land tenure arrangements and /or customary rights to land/resources. Three risks are rated as being substantial and the balance of the risks carry a moderate rating. In addition to this risk screening, the following have been prepared during the project design phase:

a) Environmental and Social Management Framework (ESMF) including a Process Framework and a Cultural Heritage Assessment (see Annex 9).
b) Stakeholder Engagement Plan (see Annex 8).
c) Gender Analysis and Action Plan (see Annex 10).

To manage the identified social and environmental risks during implementation, a set of plans will be developed, including:

a) A SESA' will be applied to inform the supportive policy and institutional frameworks required/to be used in the BFNR during implementation; and
b) Simple and Fit-for Purpose environmental and social impact assessments ESIAs and ESMPs for the activities to be undertaken within BFNR/around BFNR adjacent communities.
c) The mitigation measures identified during the SESA and the scoped ESIAs will be incorporated into the ESMPs, or other planning instruments developed by the project as appropriate, such as the integrated Protected Area Management Plan (PAMP);
d) A Process Framework (including a Livelihoods Assessment), to guide consultations around access to and use of resources to support local livelihoods, with risk management measures incorporated in the project activities. Where applicable, this assessment will be part of the scoped ESIA/ESMPs; and
e) Project Grievance Redress Mechanism (GRM), operationalized.

The preliminary SESP, at the concept stage, rated the project as having a **"substantial"** risk rating and that the increase in the rating to "high", at this stage is due to the fact that government initiated boundary fencing without adequate community consultation and necessary safeguards to minimise potential economic displacement that will occur in the absence of acceptable alternatives.

The key assumptions to the realization of the project results are that i) there will be sustained political and community support for habitat restoration and conflict resolution; ii) existing protected and conserved area demonstrate flow of economic benefits to communities; and iii) stakeholders are willing to adopt and maintain co-existence strategies. Other assumptions that have been made regarding the design of the project are as follows:

1. Gender responsive legal, policy and governance mechanisms for the establishment of these PAs within the timeframe of the project.
2. Expanding habitat connectivity will minimise human-wildlife interface and interaction
3. Gender responsive human–wildlife mitigation measures will be sufficient to ensure the safety of adjacent communities; and
4. Enhanced gender inclusive community engagement and involvement in management of wildlife resource reduces incentives for involvement in Illegal or unsustainable trade or use
5. The consolidated area of the Big Five Nature Reserve is large enough to sustain viable
6. Gender responsive investment flows into the Big Five Nature Reserve enables growth of jobs and businesses in and related to the wildlife economy.
7. Project partners will actively participate in knowledge management platforms and are willing to share and utilise knowledge collaboratively with effective participation in implementation of project activities

Stakeholder engagement: Details Roles and responsibilities are in Annex 8: stakeholder engagement plan.

Project design involved comprehensive stakeholder engagement and consultations. Stakeholder analysis was conducted for the BFNR at both sub-national and national levels, indicating the relationships among stakeholders, their interests and influence they possess. This project adopted a gender responsive analysis to ensure that all segments of affected population meaningfully participate in the stakeholder engagement process to ensure that their views, concerns, expectations are incorporated in the decision-making processes. Details of the stakeholders consulted and their views on the project are provided in the SEP Annex 8.

Key stakeholders include:

Government: The Prime Minister's Office, Deputy Prime Minister's Office including Department of Gender and Family Affairs, Ministry of Tourism and Environmental Affairs, Ministry of Tinkhundla Administration and Development, Ministry of Agriculture, Ministry of Health, Ministry of Economic Planning and Development, Ministry of Sports, Culture and Youth Affairs, Ministry of Finance, Ministry of Commerce, Industry and Trade, Ministry of Natural Resources and Energy, Ministry of Public Works and Transport, Eswatini National Trust Commission (ENTC), Eswatini Tourism Authority, Eswatini Railway.

Private sector: Eswatini Royal Sugar Cooperation, Big Game Parks, Mbuluzi Game Reserve, Iyoni Yami Swaziland Irrigation Scheme (IYSIS); Phophonyane Lodge.

Non-Government Organisations: Indalo Eswatini, Lubombo Conservancy, Women and the Law in Southern Africa (Eswatini Chapter); African Wildlife Foundation.

International Development Organisations: United Nations Development Programme (UNDP), United Nations Educational and Scientific Organisation (UNESCO), World Bank GWP Coordination Team; UNEP and FAO.

Local Communities: Communities are key stakeholders to Human -wildlife conflict and protected area management in Eswatini. Their involvement is essential for the success of conservation efforts and the sustainable use of natural resources. Communities will participate in the planning and execution of project activities including land use planning, implementation of HWC mitigation measures and livelihood alternatives, project decision making processes through the project steering committee as beneficiaries. In line with the stakeholder engagement plan, through the prior informed consent process, communities will determine what investments can be made.Community and private sector participation in the project governance will be through the Civil Society, Chiefdoms and Business Eswatini representatives as part of beneficiaries.

Strategies for engaging stakeholders include face to face and virtual meetings, workshops, national dialogues, mass media using the radio and television, social media and site visits to rural communities. Target groups for the project are the socially marginalized (women, youth, persons with disabilities, child headed families and the elderly). It is vital to mention that women are not a homogeneous group, socio-economic status and literacy level will guide inclusion. Strategies for engaging the marginalized groups are in line with the principle of 'leave no one behind' in the development process. Special measures will be implemented to ensure inclusive participation in programming and governance of all intended beneficiaries, irrespective of literacy levels, age, gender and all forms of disabilities and other intersecting factors. Information will be translated into the local language, repackaged and will be available in various written formats, considering literacy levels of most rural communities. Where possible, information sources will be transcribed into braille for the visually impaired. Engagements will take place in places ordinarily used for community meetings such as community halls and the Royal Residences for Chiefs. Marginalized groups will be represented in Grievance Response Committees. In line with the ESMF, investments priorities in target communities will be subjected to Free Prior Informed Consent to ensure no harm during execution.

South-South and Triangular Cooperation (SSC/TrC): As an important conservation area within the Lubombo Transfrontier Conservation Area (TFCAAs and Biosphere Reserve, the BFNR will leverage on the transfrontier collaboration activities which will contribute to what the project seeks to achieve, especially addressing the re-introduction of important species, the curtailing of poaching and the IWT, and the facilitation of cross-border tourism activities such as hiking trails and passenger trains. The project will leverage on the SADC TFCA Network, to regularly exchange information with all 16 SADC member states. The project will further support SSC with countries implementing Herding for Health approach in the SADC region in collaboration with Peace Park

Foundation and Conservation International to inform replication of the model in Eswatini. Further, the project will facilitate SSC/TrC on digital solutions including AI related to HWC management and antipoaching.
Lessons learned and documented will be disseminated through on-going South-South and global platforms, such as Africa Solutions Platform, the UN South-South Galaxy knowledge sharing platform, the IUCN's PANORAMA and GWP Knowledge Exchange Platform. In addition, to bring the voice of Eswatini to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on the integration of biodiversity conservation into a country's socio-economic growth plans. The project will provide regional cooperation opportunities with countries implementing initiatives on innovative financing solutions to support biodiversity conservation in geopolitical, social and environmental contexts relevant to the proposed project in Eswatini.

Gender equality and Women's Empowerment: The Gender assessment exercise that was conducted during PPG reveals that gender equality and empowerment of women is impeded by biased - gender norms with resultant under-`representation of women and youth in positions of power, feminization of poverty, time and resource deficits. Like most African countries, women in Eswatini have limited access to and control over resources including time, natural resources, financial resources, assets such as livestock which can be utilized as collateral to obtain loans for business start-ups and extension. To facilitate gender equality and economic empowerment of women, deliberate effort has been made to include gender inclusivity or responsiveness in outcome 1.1, 2.1, 2.2, 3.1 and 3.2; Outputs: 1.1.1, 1.1.3, 1.1.4, 1.2.4, 1.3.1, 1.3.2, 1.3.3, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1, 2.2.2, 3.1.2, 3.2.1, 3.2.2. The project will ensure equal representation of men and women in project supported activities and beneficiaries and ensure that sex disaggregated data is captured during implementation and reporting on project activities including PIR, MTR and TE. The results framework indicators targets (1, 13&16) relating to beneficiaries have been sex disaggregated to the extent possible. Under component 2, the project will prioritise women and women led enterprises in selecting beneficiaries for livelihood improvement as part of economic empowerment.

To ensure meaningful participation of women in the conservation and wildlife economy, the project will support

a. Village leaders to identify gender equality champions (male and female comprising the youth) in project targeted areas who will raise awareness on gender transformative approaches.
b. Capacity building for youth and women on entrepreneurial skills to secure windows of business opportunities and develop innovative products for the wildlife economy.
c. Gender equality champions at sub-national level to form alliance with NGOs focusing on human rights to raise awareness on gender and human rights issues during community meetings, to dispel the myths that decision-making positions are a preserve for men.
d. Participation of women in community-based initiatives and ecosystem restoration activities that minimize environmental degradation and promote human-wildlife co-existence. This is because women largely depend on the natural environment for their lives and livelihood, and they should be capacitated on sustainable use practices of natural resource management.

Knowledge:
The PMU will implement a knowledge management protocol for generating knowledge products from project activities. Depending on the nature of the activities being reported on, the reports may be used as the basis for either scientific and/or popular publication. As far as possible, relevant members of the PMU and/or the Project Partners will attend and present reports at national and international forums, especially the annual GWP conferences. The PMU will post all reports generated through the project on the website of the Ministry of Tourism and Environmental Affairs (https://www.gov.sz/index.php/home-tourism) .The PMU and the Project Partners will endeavor to document lessons learned from implementation of all project activities, irrespective of success or failure, to inform adaptive management decisions and learning by doing.

Innovativeness, Sustainability and Potential for Scaling Up:
The integrated landscape approach proposed by the project to bring public, private and community managed conservation areas under one management framework is expected to provide a model for scale up in other parts of the country and inform regional and global practices. The public-private and community partnerships and knowledge management systems that will be facilitated through the project provide framework for continued engagement beyond the project life. COVID-19 pandemic illustrated the vulnerability of entities relying on

tourism for their income, donor funding and often leaves a vacuum before the next donor-funded support is leveraged.
To address this challenge, the project will explore innovative financing mechanisms for key habitat connectivity and human-wildlife co-existence financing solutions including carbon trading, conservation bonds, payment for ecosystem services and debt for nature swaps. By developing a wildlife economy strategy and increasing flow of economic benefits to communities, this is expected to demonstrate conservation as a viable land use option and sustain GEF investments. The project implementation modality through existing and strengthened national systems including recruitment of project staff will increase ownership, enhance capacity of partners and facilitate smooth transition and integration of project activities in national priorities-key strategies for sustainability and scale up.

Digital Solutions:
The project will explore the use of cloud computing technology to capture, store and analyse data; particularly spatial data, which is essential for HWC and PCA management. The project will leverage on technological innovations that are already being used by the conservation fraternity such as drones, camera traps, hand-held digital devices for field rangers to record observations (EarthRanger, SMART and MIKE), K9-anti-poaching units, surveillance cameras and telemetry; all of which offer cost effective solutions to numerous aspects associated with the effective management of PCAs. Further, the project will explore use of IoT sensing, satellite imagery, AI, and advanced IT equipment to combat poaching, mitigate human-wildlife conflict, and promote sustainable landscape management.

Digital solutions are important for communication and learning as the COVID-19 pandemic taught us that meetings and conferences can be attended virtually. Many open-source online courses are offered by credible institutions such as the IUCN Academy (https://iucn.org/our-work/iucn-academy); UNDP learning for nature (https://www.learningfornature.org/en/) where use of these virtual platforms can save time and money and deliver the same value as real-time events. The project will leverage on the UNDP partnerships such as the UN biodiversity lab, Connected Conservation Foundation to facilitate uptake of these technologies.

V. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness
This project is nested within the GEF-8 GWP WCD IP and as such inherits the efficiencies and effectiveness integrated into the design of the global programme, especially with respect to knowledge management and learning. In addition to this, there is a strong emphasis on engaging with and securing long-term partnerships with relevant organs of state and other stakeholders to ensure the avoidance of duplicated effort and the sharing of resources. The broadening of scope from the default of nature-based tourism as the sole income generating source to the full scope of what the wildlife-based economy and innovative financing solutions have to offer will also ensure cost efficiencies and effectiveness. The UNDP CO oversight support to the project will be provided as part of the sustainable inclusive growth portfolio to leverage on the complementarities and synergies between the different initiatives. This will include quarterly monitoring and review meetings, and implementation of quality assurance and HACT assurance activities.

Project Management
With Eswatini being a small country and the project area being within two hours' drive from the capital, Mbabane, project management entities will be based in the capital and within the offices of the Implementing Party, i.e. the Ministry of Tourism and Environmental Affairs. Otherwise, all other aspects related to project management are covered in Section VIII.

VI. PROJECT RESULTS FRAMEWORK

Table 3: Project Results Framework

Contribution to the Sustainable Development Goal (s): *3 – good health and well-being, 5 – gender equality, 13 – climate action, 15 – life on land.*							
Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework: *By 2025, women, men, youth and marginalized persons access to decent employment, equitable social economic opportunities, sustainable enterprise opportunities, and productive resources improved.*							
Applicable Output(s) from the UNDP Strategic Plan: 1 – Advance poverty eradication in all its forms and dimensions and 2 - Accelerate structural transformations for sustainable development.							
Project title and Quantum Project Number: Establishment of Eswatini Big5 Nature Reserve, Quantum Project ID: 01001940, Quantum Award ID: 1224377							
Objective and Outcome Indicators		**Data Source**	**Baseline**	**Mid-term Target**	**End of Project Target**	**Data Collection Methods**	**Risks/Assumptions**
Project Objective: To enhance human-wildlife co-existence and ensure gender inclusive benefits to communities from conserved landscapes for improved livelihoods and climate resilience.	**Mandatory Indicator 1:** Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (individual people) – GEF Core Indicator 11. *16,570 women* 16,768 men Total: 33,338	*Kingdom of Eswatini 2021: Integrated Labor Force Survey* *Eswatini Multiple Indicator Cluster Survey (2023). 2021/2022 Survey Findings Report.* *Ministry of Economic Planning and Development (2017). Population Data. Central Statistics Office.*	*1,657 women* *1,677 men* *Total: 3,334*	*4,971 women* *5,030 men* *Total: 10,001*	*16,570 women* *16,768 men* *Total: 33,338*	*Each project intervention needs to collect disaggregated data that reflects the number of community members who benefit, the term of the benefit, the type and value of the benefit intervention. These data must be collected annually for the duration of the intervention and the project. The method used to collect data must be one-on-one interviews*	***Risks:*** • *It will take longer than 5 years to provide strong proof of concepts for alternative livelihoods that will be sufficient to change unsustainable and culturally entrenched community livelihood strategies.* • *Traditional leadership structures are too onerous to ensure effective and transparent agreements necessary to ensure benefits and opportunities are accessible to people on the ground, especially marginalized groups.* ***Assumptions:*** • *There will be sustained political and community support for habitat restoration and conflict resolution; existing protected and conserved areas demonstrate flow of economic benefits to communities; and stakeholders are willing to adopt*

						with the beneficiaries.	*and maintain co-existence strategies.*
	Indicator 2 (Mandatory GEF Core Indicator 1.1): *Terrestrial protected areas were created (15,600 ha).*		*0 ha*	*5,800 ha* *(Mbuluzi Game Reserve - 1,500 ha* *Shewula Community Conservation Areas – 3,000 ha)* *Mhlumeni – 1,300 ha)*	*15,600 ha* *(Ndvukuyama ngedla – 4,800 ha* *Groenpan – 2,300 ha* *Grand Canyon – 1,400 ha* *Nkalashane - 1,300 ha)*	*The area (in hectares) of new land added to the BFNR to be determined annually.*	***Risks:*** • *Resistance from communities who currently have access to this land to harvest natural resources.* • *A top-down approach negates sufficient consultation and generates negative perceptions of conservation as a land use.* ***Assumptions:*** • *Existing protected and conservation areas will demonstrate the full suite of benefits from conservation and provide the proof of concept necessary to convince communities to support the BFNR.* • *The legal, policy and governance processes will succeed in providing the enabling environment for the establishment of these PAs within the timeframe of the project*
	Indicator 3 (Mandatory GEF Core Indicator 1.2): *Terrestrial protected areas under improved management effectiveness (39,300ha) of existing protected areas (Mlawula Nature Reserve, Hlane Royal National Park).*	*METT reports*	*39,300 ha* *(Mlawula Nature Reserve METT score – 62.6%* *Hlane NP METT score-78*	*39,300 ha* *(Mlawula Nature Reserve METT score – 65%* *Hlane NP METT score- 80*	*39,300 ha* *(BFNR core area METT score > 70%)*	*METT to be applied by project SC and PMU annually and consistently according to best practice.*	***Risks:*** • *Inadequate to non-existent financial support from Government and over reliance on tourism revenues and donor funding.* • *Inadequate capacity to leverage and broker a diversity of sustainable funding opportunities.* • *Limited resources impact on capacity to effectively manage key negative dynamics (IAPs, poaching,*

							zoonotic disease spillover and HWC). ***Assumptions:*** • *expanding habitat connectivity will minimise human-wildlife interface and interaction.* • *enhanced community engagement and involvement in management of wildlife resource and/or viable livelihood alternatives reduces incentives for involvement in Illegal or unsustainable trade or use.*
	Indicator 4 (Mandatory GEF Core Indicator 4.3): *Area of landscapes under sustainable land management in production systems (32,200ha)*	*Rangeland condition assessment reports and SLM agreements.*	*0*	*10,000ha*	*32,000ha*	*The area (in hectares) under SLM agreements*	***Risks:*** • *Climate change impacts may exacerbate current land degradation dynamics coupled with inadequate responses to adaptation, i.e. persistence with unsustainable and culturally entrenched land use practices.* • *Unchecked population dynamics such as population growth rate and lack of employment opportunities increase pressure on available natural resources beyond the levels of sustainable use.* ***Assumptions:*** • *Stakeholders are willing to adopt and maintain co-existence strategies.* • *enhanced community engagement and involvement in management of wildlife resource and/or viable livelihood alternatives*

							reduces incentives for involvement in Illegal or unsustainable trade or use.
	Indicator 5: *(Mandatory indicator 6.1) GHG emissions mitigated in the AFOLU Sector (MtCo2e)*	*FAO Ex-Ante Carbon-balance Tool* *(EX-ACT) administered at inception, MTR and TE*	*0*	*11.8*	*38.0*	*FAO Ex-Ante Carbon-balance Tool* *(EX-ACT) administered at inception, MTR and TE*	***Risks*** • *Restoration efforts are not successful due to extreme weather conditions* ***Assumptions*** • *Stakeholders are willing to adopt and maintain co-existence strategies.* • *enhanced community engagement and involvement in management of wildlife resource and/or viable livelihood alternatives reduces incentives for involvement in Illegal or unsustainable trade or use.*
Project component 1	***Coexistence of People and Wildlife in Connected Habitats***						
Project Outcome 1.1. ***Supportive policy and institutional framework for establishment of Eswatini's Big Five Nature Reserve, Wildlife-based economy, Human wildlife co-existence and curb illegal wildlife trade (IWT)in place***	***Indicator 6****: Gender inclusive collaborative and governance mechanisms and agreements in place*		*No mechanisms and agreements in place.*	*Finalised collaborative and governance frameworks in place and endorsed by the Steering Committee.*	*Institutional framework operational and successful in facilitating effective management of BFNR*	*Minutes of relevant government body establishing the framework. Agenda of Steering Committee to include the establishment of a governance framework as a standing item and meeting minutes to be used to track and report on progress.*	***Risks*** *Resistance to policy and institutional reforms needed for integrated landscape management* ***Assumption*** • *The legal, policy and governance processes will succeed in providing the enabling environment for the establishment of these PAs within the timeframe of the project.*

Outputs to achieve Outcome 1.1.	***1.1.1: Gender responsive** policy, legislation and institutional frameworks reviewed and enhanced to support the establishment and effective management of the BFNR, the Wildlife-based economy, Human wildlife co-existence and curb site based illegal wildlife trade (IWT).* ***1.1.2:** Existing protected and conservation areas, cattle farms, and portions of land from three different communities integrated under a single protected area and governance framework.* ***1.1.3:** Gender Inclusive Governance mechanisms established.* ***1.1.4: Gender inclusive** Collaborative management agreements established.*						
Outcome 1.2. Protected and conserved areas and other wildlife habitats are consolidated, effectively managed and restored	***Indicator 7**: Improved METT Scores **(GWP GEF-8 indicator 2.2.1)***	*PCA METT reports*	*PCA METT scores* *(Mlawula Nature Reserve – 53); Hlane NP: 78*	*PCA METT scores 65; Hlane: 78*	*BFNR METT (Mlawula: 69; Hlane: 87)*	*METT to be applied by project SC and PMU annually and consistently according to best practice.*	***Risks*** • *Fragmented habitats and ranges for wildlife, with ineffective management of PCAs leading to decline in habitat quality.* • *Lack of effective land use planning across sectors.* • *Lack of tangible benefits to communities neighbouring protected areas, resulting in negative perceptions of conservation.* • *Inadequate enforcement capacity, coordination and insufficient sharing of intelligence.* • *Low use of specialised investigation techniques.* • *Low awareness and capacity to address zoonotic spillover risk.*
	Indicator 8**: Population trends of elephant, white and black rhino and wild dog targeted project sites **(GWP GEF-8 indicator 1.1.1)	*Annual game census data determined by aerial game counts.*	*0*	*Elephant – 50* *Black rhino – 8* *White rhino – 8* *Wild Dog - 10*	*Elephant – 100* *Black rhino – 16* *White rhino – 16* *Wild Dog - 20*	*Annual aerial game counts to be carried out over the PCAs/BFNR at the same time each year, i.e. late dry season, using the same grid pattern and counting team.* *Carrying capacity to be determined based on habitat availability and condition.*	
	Indicator 9:** Reduction in the extent of poaching or other illegal killing of wildlife at project sites **(GWP GEF-8 indicator 1.3.1).	*Data recorded by PCA security personnel and captured in monthly PCA management reports.*	*16 incidences per year*	*Baseline reduced by 40%*	*Baseline reduced by 70%*	*Anti-poaching/PCA security patrols to be equipped with in-field data capture technology, e.g. SMART or*	

						EarthRanger, and are to capture and record all poaching and IWT incidents as per the integrated security and anti-poaching plan (output 1.2.4)	***Assumptions*** • *Expanding habitat connectivity will minimise human-wildlife interface and interaction; ii) existing protected and conservation areas will demonstrate the full suite of benefits from conservation and provide the proof of concept necessary to convince communities to support the BFNR;* • *The legal, policy and governance processes will succeed in providing the enabling environment for the establishment of these PAs within the timeframe of the project.* • *Stakeholders are willing to adopt and maintain co-existence strategies.* ***Risks*** • *Increase in incidents of human wildlife conflict (HWC); through the introduction of species such as elephant, buffalo and lion.* • *Inadequate on-the-ground defenses against loss of life, crops and livestock to wildlife.*
	Indicator 10: *veld condition relative to baseline.*	*Annual veld condition assessment data.*	*To be determined at inception.*	*Veld condition at 40% of baseline.*	*Veld condition at 70% of baseline.*	*Annual veld condition assessments to be carried out annually during the height of the growing season following methods currently applied by the Savannah Research Centre at Mbuluzi Game Reserve.*	
Outputs to achieve Outcome 1.2.	***1.2.1:*** *An integrated protected area management plan developed and implemented.* ***1.2.2:*** *Degraded areas under Sustainable Land Management with a positive restoration trajectory.* ***1.2.3:*** *Key wildlife species re-introduced to restore populations.* ***1.2.4:*** *Security and anti-poaching plan developed and implemented.*						
Outcome 1.3. Human-Wildlife Conflict reduced and co-existence embraced	***Indicator 11****: The number of reported HWC incidents, disaggregated by the categories of human fatalities (men and women), livestock fatalities and crop*	*HWC response team reports and PCA annual reports*	*To be determined at inception.*	*Baseline reduced by 40%*	*Baseline reduced by 70%*	*HWC response teams submit comprehensive HWC reports as and when incidents happen and HWC database*	

	damage ***(GWP GEF-8 indicator 1.5.1).***					*to be maintained.* *Categories of severity will range from the extreme of human fatalities to some crop damage and may include loss of livestock, large scale crop losses, damage to homesteads and infrastructure; but must be determined more specifically when the HWC monitoring protocol is established early on in project implementation.*	***Assumptions*** • *human–wildlife mitigation measures will be sufficient to ensure the safety of adjacent communities; and* • *Stakeholders are willing to adopt and maintain co-existence strategies.*
	Indicator 12: *A reduction in the incidence of zoonotic disease spill over from wildlife to livestock at project sites.*	*Monthly PCA management reports; and Veterinary Records*	*TBD*	*TBD*	*Ministry of Agriculture veterinary department will be supported to under zoonotic disease surveillance in livestock*	*Track bTB prevalence in the livestock around the PA*	
	Indicator 13: *Community attitudes, knowledge* *and practices towards wildlife and habitat*	KAP surveys and Targeted HWC awareness surveys	TBD	TBD	PMU will undertake KAP survey at the project inception phase, MTR and TE	*Track level of community awareness and support for wildlife and*	

	conservation and/or willingness to coexist with wildlife **(GWP-GEF 8 Indicator 1.4.2)**				PMU will undertake annual awareness surveys in the project sites	*habitat conservation*	
	Indicator 14: *Number of community members utilizing project-supported human-wildlife mitigation measures (disaggregated by sex and type of measures).* ***(GWP GEF-8 indicator 1.7.1)***	Annual assessments	TBD	TBD	PMU to undertake annual assessments to establish use of mitigation measures	*Track community members adopting HWC mitigation measures supported by the project.*	
Outputs to achieve Outcome 1.3.	***1.3.1:*** *A gender responsive plan and monitoring framework for the prevention of high-zoonotic risk spill overs developed.* ***1.3.2: Gender responsive*** *HWC insurance options developed.* ***1.3.3:*** *Gender inclusive* ***e****nhanced capacity of response teams and local communities to manage HWC.*						
Project component 2	***Wildlife for Prosperity***						
Outcome 2.1. **A sustained flow of meaningful and tangible wildlife-based economy opportunities and benefits from the BFNR are realised by affected communities and are managed through appropriate gender inclusive governance mechanisms.**	***Indicator 15****: The number of institutional agreements between affected Chiefdoms and the PCAs/BFNR established.*		*0*	*2 community agreements in place*	*4 agreements in place*		***Risks:*** • *Spillover of zoonotic diseases such as Foot and Mouth and Bovine Tuberculosis from introduction of buffalo could affect international beef exports and the economy* • *Insecure and unclear land and resource tenure of affected communities.* • *Insufficient financing for conservation and over-reliance on donor funding.* • *Inadequate conservation related livelihood opportunities and use rights.*
	Indicator 16*: Number of new or strengthened public-private-community partnerships in the wildlife economy, including nature-based tourism.* ***(GWP GEF-8 Indicator 3.2.1)***	*Partnership documents*	*0*	*8 partnerships (2 partnerships for each of the 4 Chiefdoms)*	*20 partnerships (5 partnerships per Chiefdom)*		

Outputs to achieve Outcome 2.1.	***2.1.1:*** *Gender inclusive wildlife-based economy strategy developed.* ***2.1.2:*** *Gender inclusive governance mechanisms to manage and monitor the flow of benefits generated from within the BFNR to affected communities are established, operationalised and maintained.* ***2.1.3:*** *Gender responsive sustainable Tourism and Business Development Plan for the Big Five Nature Reserve developed and implemented.* ***2.1.4:*** *Gender responsive Innovative business and financing models, to attract private sector investment in tourism and conservation infrastructure, developed.*						***Assumptions*** • *enhanced community engagement and involvement in management of wildlife resource and/or viable livelihood alternatives reduces incentives for involvement in Illegal or unsustainable trade or use.* • *The consolidated area of the Big Five Nature Reserve is large enough to sustain viable population of key wildlife species and increase tourism revenue flows.* • *Investment flows into the Big Five Nature Reserve enables growth of jobs and businesses in and related to the wildlife economy*
Outcome 2.2. **A diversity of sustainable alternative livelihood opportunities facilitated, established and supported within communities adjacent to the BFNR, especially for women, youth and socially marginalized groups.**	***Indicator 17****: Number of community members (disaggregated by gender) economically benefiting from new Inclusive wildlife-based enterprises and alternative livelihoods established and supported* ***(GWP GEF-8 indicator 3.4.1).***	*Project reports*	*0*	*5000 (50% women)*	*18,800 (50% women)*	*Records of gender inclusive beneficiaries per category compiled quarterly*	
Outputs to achieve Outcome 2.2.	***2.2.1:*** *Gender inclusive community-private-public partnerships developed to facilitate community participation in the tourism value chains.* ***2.2.3:*** *Gender Inclusive enterprises and alternative livelihood opportunities facilitated, established and supported.*						
Project component 3	***Coordination and Knowledge Exchange for Transformational Impact***						
Outcome 3.1.: Knowledge generation, exchange and learning enable innovation, replication, and the scaling up of best practices.	***Indicator 18****: The number of project lessons learned (Positive or negative) and 'good practices' documented and shared at i) national ii) across GWP and iii) beyond GWP platform.* ***(GWP GEF-8 indicator 4.1.2)***	*PIRs*	*0*	*10*	*30*	*IP and Project Partner reports to the PMU through the TWG and the SC.*	***Risks:*** • *Low coordination and knowledge exchange among stakeholders resulting in duplication of efforts and missed opportunities.* • *Insufficient local and national dialogue mechanisms.* • *Limited knowledge and capacity for the uptake of new and*

Outputs to achieve Outcome 3.1.	*3.1.1: Lessons learned are documented and disseminated.* *3.1.2: Gender inclusive effective participation and contribution to knowledge exchange platforms facilitated and ensured.*						*innovative sustainable financing opportunities.* ***Assumptions:*** • *Project partners will actively participate in knowledge management platforms and are willing to share and utilise knowledge collaboratively with effective participation in implementation of project activities.*
Outcome 3.2.: Technical capacity of national and/or sub-national institutions and/or partners is collaboratively developed, and strategic partnerships are established.	***Indicator 19**: capacity of project partners to achieve the project objective as measured using the UNDP capacity score. ((**GWP GEF-8 Indicator 4.2.1).***	*Capacity assessment report*	*Overall average capacity score for all project partners: 5.3*	*Overall capacity score for all project partners: 7*	*Overall capacity score for all project partners: 10*	*Assessed at MTR and TE UNDP capacity assessment methodology.*	
	***Indicator 20**: The number of strategic and effective partnerships established to support the effective management of the BFNR in the long-term.*	*Partnership documents*	*0*	*5*	*15*	*PMU to track all partnerships developed by the IP and other Project Partners through reports provided via the TWG to the SC.*	
Outputs to achieve Outcome 3.2. Output	***3.2.1: Gender inclusive** comprehensive skills development assessment completed, and strategically important capacity gaps are addressed.* ***3.2.2: Gender inclusive** Strategic partnerships necessary for enhanced, effective and sustainable implementation identified, nurtured and secured.*						
Component 4:	**Monitoring and Evaluation**						***Risk*** • *Lack of a coherent M&E framework to support conservation planning and management in the country.* ***Assumption*** • *Project partners will actively participate in knowledge management platforms and are willing to share and utilise knowledge collaboratively with effective participation in implementation of project activities.*
	Outcome 4.1 Evidence based reporting informs adaptive management and scale up interventions.						
	4.1.1 Participatory M&E framework developed and implemented *4.1.2 Effective and timely monitoring and reporting on implementation of the project including social and environmental safeguards measures*						

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. 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 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 and/or LDCF/SCCF Core Indicators:
The GEF and/or LDCF/SCCF 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 ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF. The required Protected Area Management Effectiveness Tracking Tool (METTs) will be prepared and the scores included in the GEF Core Indicators.

Midi—Term Review: 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.

Provisions must be made 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 made 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 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 lessons 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 for 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.

Table 4: Project Monitoring and Evaluation Plan

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
Track results progress	**Project objective from the results framework**	***Mandatory GEF Core Indicator 1:*** *Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (individual people) – GEF Core Indicator 11.* *16,570 women* *16,768 men* *Total: 33,338*	***MTR:*** *4,971 women* *5,030 men* *Total: 10,001* ***EoP:*** *16,570 women* *16,768 men* *Total: 33,338*	*Number of community members economically benefiting from wildlife economy through (i) new jobs created; (ii) increased income; (iii) new enterprises/business created or supported; (iv) other diversified livelihood opportunities based on the population figures of the neighbouring communities.*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	*PMU*	*PIR, MTR and TE*
		Indicator 2 (Mandatory GEF Core Indicator 1.1): *Terrestrial protected areas created (15,600 ha).*	***MTR:*** *5,800 ha* ***EoP:*** *15,600 ha*	*Areas of individual existing protected areas: Mbuluzi Game Reserve -1,500 ha Shewula Community Conservation Areas – 3,000 ha); Mhlumen – 1,300 ha; Ndvukuyamangedla – 4,800 ha; Croenpan – 2,300 ha; Grand*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	*PMU*	*PIR, MTR and TE*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
				Canyon – 1,400 ha; Nkalashane -1,300 ha			
		Indicator 3 (Mandatory GEF Core Indicator 1.2): *Terrestrial protected areas under improved management effectiveness (39,300ha) of existing protected areas (Mlawula Nature Reserve, Hlane Royal National Park).*	***MTR:*** *39,300 ha (Mlawula Nature Reserve METT score – 65% Hlane NP METT score – 65%)* ***EoP:*** *39,300 ha (BFNR core area METT score - > 67%)*	*The area remains static as it focuses on two established protected areas within which METT assessments will be carried out at MTR and TE*	*Annually*	*PMU with international consultant.*	*METT assessment reports.*
		Indicator 4 (Mandatory GEF Core Indicator 4.3): *Area of landscapes under sustainable land management in production systems (32,200ha)*	***MTR:*** *10,000ha* ***EoP:*** *32,000ha*	*The area (in hectares) under SLM agreements.*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	*PMU*	*PIR, MTR and TE*
		Indicator 5 (Mandatory GEF Core indicator 6.1)	***MTR (TBD)*** ***EoP (TBD)***	*Avoided emissions due to improved rangeland management practices on 32,200ha under CI 4.1*	*Assessed at inception, MTR and EoP*	*SLM Consultant*	*FAO Ex-Ante Carbon-balance Tool (EX-ACT) administered at inception, MTR and TE.*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	Project Outcome 1.1: ***Supportive policy and institutional framework for establishment of Eswatini's Big Five Nature Reserve in place***	***Indicator 6:*** *Gender inclusive collaborative and governance mechanisms and agreements in place.*	***MTR:*** *Finalised framework in place and endorsed by the Steering Committee who meet at least every six months.* ***EoP:*** *Institutional framework maintained and successful in facilitating consolidation and effective management of the BFNR*	*Includes gazettement instrument for creating new PAs; biodiversity economy and community beneficiation mechanisms*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	PMU	*Minutes of relevant government body establishing the framework. Agenda of Steering Committee to include the establishment of a governance framework as a standing item and meeting minutes to be used to track and report on progress. Assessment of governance agreements and performance of the mechanisms through collection and review of meeting records and minutes and reported on in the PIRs, MTR and TE.*
	Project Outcome 1.2: ***Protected and conserved areas and other wildlife habitats are consolidated, effectively managed and restored***	***Indicator 7:*** *Annual Improved METT scores*	***MTR:*** *PCA METT scores 62* ***EoP:*** *BFNR METT score > 67%*	*Assess progress at MTR and achievement at TE*	*Progress reported at Development Objective (DO) of the GEF PIR), mid-term, closure*	*PMU*	*PCA/BFNR annual METT reports.*
		Indicator 8: *Population trends of elephant, white and black rhino and wild dog targeted project sites* ***(GWP GEF-8 Indicator 1.1.1)***	***MTR:*** *Elephant – 50 Black rhino – 8 White rhino – 8 Wild Dog - 10* ***EoP:*** *Elephant – 100 Black rhino – 16*	*It is assumed that consolidation of the various PCAs into the BFNR will not have been completed by mid-term and therefore individual METT scores will be required at that point, while at termination,*	*Game counts to be done annually.*	*PCA and BFNR management and PMU*	*Annual game count data and reports.*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
			White rhino – 16 *Wild Dog - 20*	*the BFNR should be established and effectively managed.*			
		Indicator 9: *Reduction in the extent of poaching or other illegal killing of wildlife at project sites.*	***MTR (40%)*** ***EoP (70%)***	*Poaching incidences and number of wildlife killed as recorded by ranger*	*Monthly*	*Protected Conservation Area Rangers/personnel*	*Data recorded by PCA rangers/ personnel and captured in monthly PCA management reports.*
		Indicator 10: *veld condition assessment relative to benchmark.*	***MTR:*** *Veld condition at 40% of benchmark.* ***EoP:*** *Veld condition at 70% of benchmark.*	*Annual veld condition assessments to be carried out annually during the height of the growing season following methods currently applied by the Savannah Research Centre at Mbuluzi Game Reserve.*	*Annually*	*PCA and BFNR management and PMU*	*Veld condition assessment data and reports.*
	Project Outcome 1.3: ***The incidence and severity of human-wildlife conflict is reduced and co-existence embraced***	***Indicator 11:*** *The number of reported HWC incidents, disaggregated by the categories of human fatalities, livestock fatalities and crop damage; decreases year on year* ***(GWP GEF-8 Indicator 1.5.1).***	***MTR:*** *Baseline reduced by 40%* ***EoP:*** *Baseline reduced by * 70%*	*A standard HWC reporting protocol will apply to all the PCAs and the BFNR once established, and this will provide the basis for capturing the required data. Categories of severity will range from the extreme of human fatalities to some crop damage and may include loss of livestock, large scale crop losses, damage to homesteads and*	*All HWC incidents to be captured as and when they occur and then reported on monthly. Monthly reports to be collated annually.*	*PCA/BFNR field rangers and management*	*HWC reports and PCA and BFNR monthly reports.*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
				infrastructure; but must be determined more specifically when the HWC monitoring protocol is established early on in project implementation.			
		***Indicator: 12** A reduction in the incidence of zoonotic disease spill over from wildlife to livestock at project sites.*	***MTR (TBD)*** ***EoP (TBD)***	*This is based on veterinary records of tBT assessment report on livestock in the project sites.*	*Monthly reports*	*Veterinary Officers*	*tBT assessment records and reports*
		Indicator 13:** Community attitudes, knowledge and practices towards wildlife and habitat conservation and/or willingness to coexist with wildlife **(GWP-GEF 8 Indicator 1.4.2)	***MTR (TBD)*** ***EoP (TBD***	TBD	KAP survey (MTR and TE) *Targeted HWC Awareness survey (Annually)*	PMU staff/M&E	KAP surveys and Targeted HWC awareness surveys conducted annually.
		Indicator 14:** Number of community members utilizing project-supported human-wildlife mitigation measures **GWP	***MTR (TBD)*** ***EoP (TBD)***	*Measures outcomes of capacity-building efforts – how the capacity has changed/been improved in terms of community utilization of project-*	*Annual assessments*	PMU/IP	Project reports

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		GEF-8 indicator 1.7.1)		*supported human-wildlife mitigation measures*			
	Project Outcome 2.1: ***A sustained flow of meaningful and tangible benefits are realised by affected communities and are managed through appropriate governance mechanisms.***	***Indicator 15:*** *The number of institutional agreements between affected Chiefdoms and the PCAs/BFNR established.*	***MTR:*** *2/4 community agreements in place.* ***EoP:*** *4/4 community agreements in place.*	*Formal linkages between neighbouring communities and the PCAs/BFNR are to be reflected in the establishment of agreements which encompass all aspects necessary to establish and sustain positive relationships between the parties, especially access to opportunities that bring socio-economic benefits to the communities.*	*PCA/BFNR monthly reports to reflect all negotiations towards and the agreements reached between the parties.*	*PCA and BFNR management and PMU*	*Agreements fully endorsed by both parties and records of all preceding and subsequent engagements.*
	Project Outcome 2.2: ***Sustainable livelihoods in wildlife-based economies are increased, especially for women, youth and socially marginalized groups***	***Indicator 16****: Number of new or strengthened public-private-community partnerships in the wildlife economy, including nature-based tourism.* ***(GWP GEF-8 Indicator 3.2.1)***	***MTR:*** *8 partnerships (2 partnerships for each of the 4 Chiefdoms).* ***EoP:*** *20 partnerships (5 partnerships for each of the 4 Chiefdoms)*	*Inclusion of communities into PPP agreements ensures medium to long-term benefits to the communities with little risk passed on to them, and it implies that the onus will be on the private and public sector to bring the communities into these partnerships on the basis of what the communities can contribute.*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	*PMU*	*Agreements fully endorsed by all parties and records of all preceding and subsequent engagements.*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
		Indicator 17**: Number of community members (disaggregated by gender) economically benefiting from new Inclusive wildlife-based enterprises and alternative livelihoods established and supported **(GWP GEF-8 indicator 3.4.1).	***MTR:** 5000 (50% women) **EoP:18,800 (50% women)***	*The Livelihoods Pathways Report (annex 21) provides details of potential livelihood and enterprise opportunities associated with the BFNR, which, if feasible and sustainable, will contribute to enhancing the resilience of neighbouring communities and the securing of good relations with the PCAs and the BFNR.*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	*PMU*	*Annual socio-economic household surveys carried out by the PMU, as well as PCA and BFNR annual reports.*
	Project Outcome 3.1: Knowledge generation, exchange and learning enable replication and the scaling up of best practices.	***Indicator 18:** The number of project lessons learned (Positive or negative) and 'good practices' documented and shared at i) national ii) across GWP and iii) beyond GWP platform **(GWP GEF-8 Indicator 4.1.2).***	***MTR:** 10 **EoP:** 30*	*Implementation of every project activity must be documented in relation to its intended outcome or contribution to a project outcome, a full description of the activity including costs and sources of funding, indications of long-term feasibility and sustainability and a clear indication of the extent to which it achieved its outcome or not and the reasons why.*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	*PMU*	*Activity reports, conference proceedings, publications (scientific and popular), PIRs, MTR and TE.*

Monitoring Activity							
	Results Monitoring	**Indicators**	**Targets**	**Description of indicators and targets**	**Frequency**	**Responsible for data collection**	**Means of verification**
	Project Outcome 3.2: ***Technical capacity of national and/or sub-national institutions and/or partners is collaboratively developed, and strategic partnerships are established.***	***Indicator 19:*** *Capacity of project partners to achieve the project objective as measured using the UNDP capacity assessment methodology.* ***(GWP GEF-8 Indicator 4.2.1).***	***MTR:*** *Overall capacity score for all project partners of at least 5.3* ***EoP:*** *Overall capacity score for all project partners of at least 7*	*The capacity score covers stakeholder engagement, generating, access and use of information and knowledge; policy and legislation development; Management and implementation of environmental solutions and actions; and monitor and evaluate projects and programmes aligned with UNDP capacity assessment methodology.*	*At MTR and TE*	*PMU*	*Independent MTR and TE reports, capacity building reports, annual PIR*
		Indicator 20: *The number of strategic and effective partnerships established to support the effective management of the BFNR in the long-term.*	***MTR:*** *5* ***EoP:*** *15*	*The legal mandates for biodiversity conservation, sustainable land management and environmental management are disbursed amongst several government agencies and related stakeholders and long-term partnerships between these are critical for the successful and sustained implementation of this project.*	*Annually (reported in Development Objective (DO) progress section of the GEF PIR), mid-term, closure*	*PMU*	*Partnership agreements.*

Table 5: Project monitoring activities

Monitoring Activity	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 implementation of the ESMF, Process Framework and Gender Action Plan	ongoing	Integrate SES and gender aspects in the scope of monitoring teams
Supervision Missions	Annually	
Knowledge and Learning Missions	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)	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Table 6: Project Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
Independent Mid-Term Review (MTR)	*N/A*	4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods *N/A*	*CPD Output 1.1: Strengthened policy and regulatory regimes at national level for the management of natural resources, environment, biodiversity and chemical use (Strategic Plan integrated results and resources framework (IRRF) 1.4.1)* 1.1.1 Area of natural resources that are managed under sustainable use, conservation access and benefit-sharing	By the MTR submission date included on cover page of Project Document	*ENTC, BGP, Mbuluzi Game Reserve, Tibiyo TakaNgwane, Ministry of Tinkhundla and Administration, EEA, MTEA, RESCorp, Eswatini Railway, Ministry of Agriculture, Ministry of Public Works and Transport*

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
			regime (IRRF: 1.4.1): a) Area of land and marine habitat under protection (hectares) (b) Area of existing protected area under improved management (hectares)		
Independent Terminal Evaluation (TE)	*N/A*	4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods	*CPD Output 1.1: Strengthened policy and regulatory regimes at national level for the management of natural resources, environment, biodiversity and chemical use (Strategic Plan integrated results and resources framework (IRRF) 1.4.1)* 1.1.1 Area of natural resources that are managed under sustainable use, conservation access and benefit-sharing regime (IRRF: 1.4.1): a) Area of land and marine habitat under protection (hectares) (b) Area of existing protected area under improved management (hectares)	By the TE submission date included on cover page of Project Document	*ENTC, BGP, Mbuluzi Game Reserve, Tibiyo TakaNgwane, Ministry of Tinkhundla and Administration, EEA, MTEA, RESCorp, Eswatini Railway, Ministry of Agriculture, Ministry of Public Works and Transport*

The project will ensure equal representation of men and women in project supported activities and beneficiaries and ensure that sex disaggregated data is captured during implementation and reporting on project activities including PIR, MTR and TE.

Table 7: Monitoring and Evaluation Budget

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	US$7,200
M&E required to report on progress made in reaching GEF core indicators and project results included in the project results framework	US$50,000
Preparation of the annual GEF Project Implementation Report (PIR)	-
Monitoring of ESMF, Process Framework and Gender Action Plan	US$0,000
Supervision missions	US$12,768
Learning missions	-
Independent Mid-term Review (MTR):	US$39,000
Independent Terminal Evaluation (TE):	US$48,000
TOTAL indicative COST	**US$156,968**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented following UNDP's national implementation modality (NIM) by government in accordance with UNDP policies and procedures. UNDP is only performing an implementation oversight role in the project vis-à-vis its role in the project board and in the project assurance function and therefore a full separation of project implementation oversight and execution duties have been assured.

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

Implementing Partner:
The Implementing Partner for this project is the Ministry of Tourism and Environmental Affairs. 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:

a) 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.
b) Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
c) Procurement of goods and services, including human resources.
d) Financial management, including overseeing financial expenditures against project budgets.
e) Approving and signing the multiyear workplan.
f) Approving and signing the combined delivery report at the end of the year; and,
g) Signing the financial report or the funding authorization and certificate of expenditures.

Responsible Partners: An implementing partner may enter into a written agreement with other organizations, known as responsible parties, to provide goods and/or services to the project, carry out project activities and/or produce outputs using the project budget. Implementing partners use responsible parties to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens. For this project, the identified responsible parties are Big Game Parks (BGP), Eswatini National Trust Commission (ENTC), Eswatini Tourism Authority, Ministry of Agriculture and Micro Projects.

Project stakeholders and target groups:

Key project stakeholders include World Bank GWP Coordinating Team; Government institutions; Private Sector including owners of Private Farms, tour operators, Hotel and accommodation owners; Academic Institutions, Protected Area Management Agencies/Owners, Civil Society Organisations, Non-governmental Organizations, International Development Partners such as UNDP, FAO, UNEP, International Conservation Organization such as AWF and Community based organizations. The project board and technical working group elaborated under section X (Governance and Management) of the project document provide the main platforms for multi-stakeholder coordination and collaboration. The project will leverage on existing coordination mechanisms such as government and development partnership platforms, the Lubombo Conservancy, Lubombo Integrated Landscape Management Association, Lubombo Biosphere Reserve Management, and the Lubombo TFCA to enhance synergy building, learning and complementarity with ongoing initiatives including those financed by the GEF. Engagement with the wildlife and tourism private sector will be through the Hospitality and Tourism Association of Eswatini (HOTAES) and Business Eswatini whose membership includes all wildlife economy partners including hotels, transporters, tour operators, guides, destination and protected area managers.

Considering that the proposed nature reserve is surrounded by sugar cane plantations, the project will make deliberate efforts to engage with the Royal Swazi Sugar and Eswatini Cane Sugar Association on opportunities for expanding wildlife economy and supporting nature-based solutions for climate and development. Through these platforms, the project is expected to share lessons and experiences learned to inform and influence scale up and replication in the country and other parts of the world with potential for integrated landscape approaches for wildlife conservation and development. The SADC TFCA Network is an active network of TFCA practitioners who regularly exchange information and hold a formal meeting on an annual basis. Not only does this facilitate SSC/TrC between the three countries involved in the Lubombo TFCA, but with all 16 SADC member states.

Target groups for the project are the socially marginalized (women, youth, persons with disabilities, child headed families and the elderly). It is vital to mention that women are not a homogeneous group, socio-economic status and literacy level will guide inclusion. Strategies for engaging the marginalized groups are in line with the principle of 'leave no one behind' in the development process. Special measures will be implemented to ensure inclusive participation in programming and governance of all intended beneficiaries, irrespective of literacy levels, age, gender and all forms of disabilities and other intersecting factors. Information will be translated into the local language, repackaged and will be available in various written formats, considering literacy levels of most rural communities. Where possible, information sources will be transcribed into braille for the visually impaired. Engagements will take place in places ordinarily used for community meetings such as community halls and the Royal Residences for Chiefs. Marginalized groups will be represented in Grievance Response Committees.

Section 2: Project governance structure

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 Programme 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 attend Project Board meetings as a non-voting member.

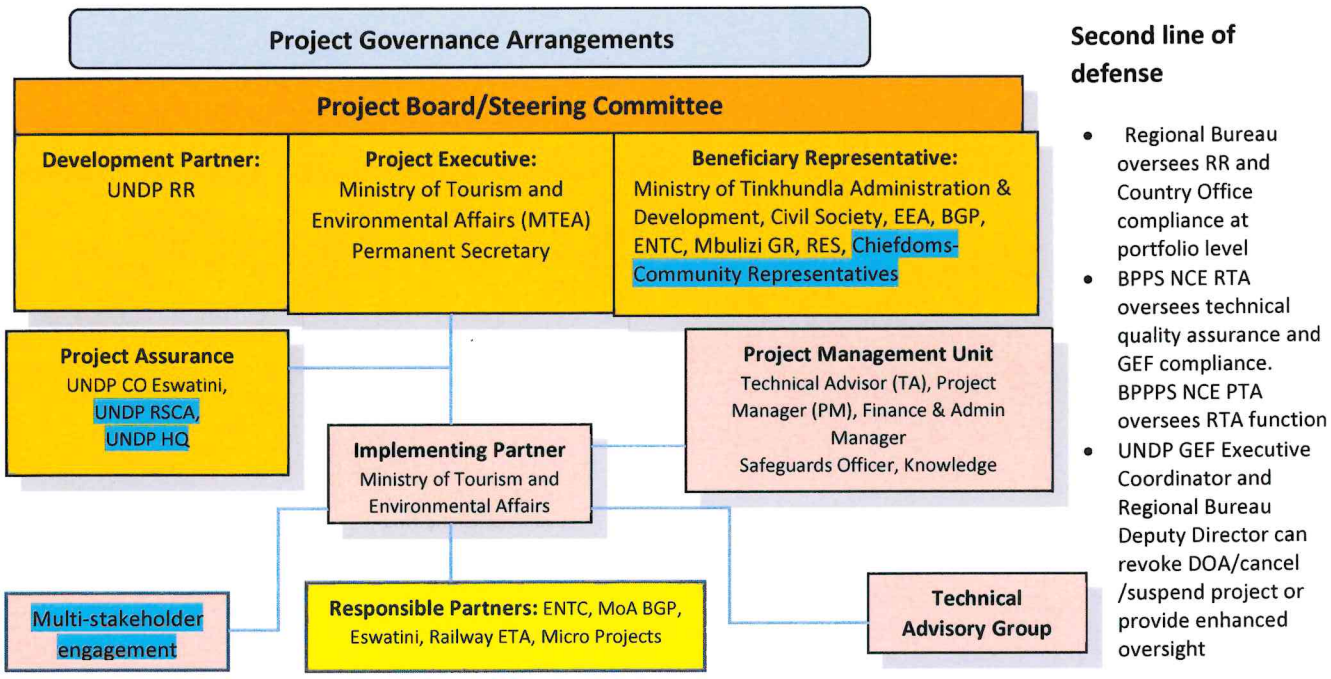


Figure 1:National Implementation Modality by Government

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.

The proposed governance structure will enable government to build cooperation, alliances with communities and the private sector, fostering community-public-private partnerships and facilitate inclusive participation of key stakeholders in the design, development, and co-implementation of transformative policies and strategies which will improve the livelihood systems of project affected communities. Inclusive participation will ensure that concerns and needs, local practices and indigenous knowledge of socially marginalized groups of people form part of the decision-making processes and the resultant trust building, project ownership, community development and sustainability.

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 is only performing an implementation oversight role in the project vis-à-vis our role in the project board and in the project assurance function and therefore a full separation of project implementation oversight and execution duties has been assured.

Section 4: Roles and Responsibilities of the Project Organization Structure:

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

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

Responsibilities 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 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 (DIM). 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. The Project Executive is the Principal Secretary, Ministry of Tourism and Environmental Services, Ms. Khangeziwe Mabuza.
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, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives on a Project Board. The Beneficiary representative(s) of Eswatini Environment Authority, (EEA), Eswatini National Trust Commission (ENTC); Big Game Parks (BGP); Tibiyo TakaNgwane; Royal Eswatini Sugar Cooperation (RESCorp/IYSIS); Mbuluzi Game Reserve; Ministry of Tinkhundla and Administration and Chiefdoms (Community); and Ministry of Agriculture.

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 are Nessie Golakai Gould – DRR and Mangaliso Mohammed – Programme Specialist.

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. 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 48,804,358** This is financed through a GEF grant of ***USD* 5,232,261** administered by UNDP, and cash co-financing of USD 100,000 administered by UNDP; additional co-financing support of **USD43,472,097** (Government of Eswatini and Partners). UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

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 PIR and will be reported to the GEF during the mid-term review and terminal evaluation process as follows:

Co-Financing Source	Co-Financing Type	Name Of Co-Financier	Investment Mobilised	Co-Financing Amount (Us$)
Government	In kind	Ministry of Tourism and Environmental Affairs	Recurrent expenditure	6,944,000.00
	Public investment		Investment Mobilised	18,340,000.00
Government	In-kind	Eswatini National Trust Commission	Recurrent expenditure	4,000,000.00
	Public Investment		Investment Mobilised	1,000,000.00
Private Sector	In-kind	Big Game Parks	Recurrent expenditure	7,000,000.00
	Private equity investment		Investment Mobilised	1,200,000.00
Private Sector	Private equity investment	Royal Eswatini Sugar Cooperation	Investment Mobilised	1,088,097.00
Private Sector	In kind	Mbuluzi Game Reserve	Recurrent expenditure	1,200,000.00
	Private Equity investment		Investment Mobilised	2,400,000.00
NGO	In kind	AWF	Recurrent expenditure	100,000.00
GEF Agency	Grant	UNDP	Investment Mobilised	100,000.00
	In-kind		Recurrent expenditure	200,000.00
TOTAL				**43,572,097.00**

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 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. The transfer should be done before Project Management Unit completes 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.

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 been completed with 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-Eswatini		
Quantum Project ID:	1224377	Quantum Project Title:	*Establishment of Eswatini Big5 Nature Reserve*
Quantum Award ID:	1001940	Quantum Award Title:	*Establishment of Eswatini Big5 Nature Reserve*
UNDP-GEF PIMS No.	9514		
Implementing Partner	*Ministry of Tourism and Environmental Affairs*		

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity (GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Budget Note
Component 1. Coexistence of People and Wildlife across Connected Habitats	*Outcome 1.1. Supportive policy and institutional framework for the establishment of Eswatini's Big Five Nature Reserve are in place*	*Output 1.1.1. Policy, legislation and institutional frameworks reviewed and enhanced to support establishment and effective management of the BFNR, the Wildlife-based economy and curb illegal wildlife trade (IWT).* *Output 1.1.2. Existing private and state nature reserves, cattle farms, and portions of land from three different communities integrated under a single protected area and governance framework.* *Output 1.1.3. Gender Inclusive Governance mechanisms established.* *Output 1.1.4. Collaborative management agreements established*	*MTEA*	*62000*	*10003*	*71300*	*Local Consultants*	60,000	60,000	60,000	24,000	24,000	228,000	1
			MTEA	*62000*	*10003*	*71600*	*Travel*	8,600	8,600	8,600	3,600	3,600	33,000	2
			MTEA	*62000*	*10003*	*75700*	*Training, Workshops and Confer*	23,400	28,200	11,400	6,600	6,600	76,200	3
	Total Outcome 1.1							92,000	96,800	80,000	34,200	34,200	337,200	
	Outcome 1.2. Protected and conserved areas and other wildlife habitats are consolidated, effectively managed and restored	*Output 1.2.1 An integrated protected area management plan developed and implemented.* *Output 1.2.2. Degraded areas under Sustainable Land Management with a positive restoration trajectory* *Output 1.2.3. Key wildlife species re-introduced to restore populations* *Output 1.2.4. Security and anti-poaching plan developed and implemented*	*MTEA*	*62000*	*10003*	*71200*	*Intl Consultants*	22,000	22,000	11,000	22,000	11,000	88,000	4
			MTEA	*62000*	*10003*	*71300*	*Local Consultants*	45,000	45,000	45,000	45,000	36,000	216,000	5
			MTEA	*62000*	*10003*	*71600*	*Travel*	23,000	24,000	17,400	24,000	11,400	99,800	6
			MTEA	*62000*	*10003*	*72100*	*Contractual Services-Companies*			70,000	144,000	70,000	284,000	7
			MTEA	*62000*	*10003*	*72200*	*Equipment and Furniture*	20,000	20,000	40,000	200,000	40,000	320,000	8
			MTEA	*62000*	*10003*	*72300*	*Materials & Goods*	10,000	50,000	50,000	50,000	50,000	210,000	9
			MTEA	*62000*	*10003*	*74200*	*Audio Visual&Print Prod Costs*		5,000	5,000	5,000	5,000	20,000	10
			MTEA	*62000*	*10003*	*74700*	*Transport, Shipping and handle*			100,000	150,000	100,000	350,000	11
			MTEA	*62000*	*10003*	*75700*	*Training, Workshops and Confer*	93,280	92,080	68,080	116,480	68,080	438,000	12
	Total Outcome 1.2							**213,280**	**258,080**	**406,480**	**756,480**	**391,480**	**2,025,800**	
	Outcome 1.3. The incidence and severity of human-wildlife conflict is reduced and co-existence embraced	*1.3.1. A plan and monitoring framework for the prevention of high-zoonotic risk spill overs developed* *1.3.2. HWC insurance options developed* *1.3.3. Enhanced capacity of response teams and local communities to manage HWC*	*MTEA*	*62000*	*10003*	*71200*	*Intl Consultants*		11,000				11,000	13
			MTEA	*62000*	*10003*	*71600*	*Travel*		7,600				7,600	14
			MTEA	*62000*	*10003*	*72300*	*Materials & Goods*		45,000	55,000	45,000	35,600	180,600	15
			MTEA	*62000*	*10003*	*72600*	*Grant*		20,000	20,000	20,000	20,000	80,000	16
			MTEA	*62000*	*10003*	*74200*	*Audio Visual&Print Prod Costs*		9,198	10,000	10,000	10,000	39,198	17
			MTEA	*62000*	*10003*	*75700*	*Training, Workshops and Confer*	4,800	16,800	16,800	16,800	16,800	72,000	18
	Total Outcome 1.3							4,800	109,598	101,800	91,800	82,400	390,398	
Total Component 1								**310,080**	**464,478**	**588,280**	**882,480**	**508,080**	**2,753,398**	
			MTEA	*62000*	*10003*	*71200*	*Intl Consultants*	66,000	27,500	85,000	57,500	57,500	293,500	19

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity (GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Budget Note
Component 2. Wildlife for Prosperity	Outcome 2.1. A sustained flow of meaningful and tangible wildlife-based economy opportunities and benefits from the BFNR are realised by affected communities and are managed through appropriate gender inclusive governance mechanisms.	Output 2.1.1. Gender inclusive Wildlife economy strategy developed Output 2.1.2. Gender responsive governance mechanisms to manage and monitor the flow of benefits to affected communities established, operationalised and maintained. Output 2.1.3. Gender inclusive sustainable tourism and Business Development Plan for the Big5 in place Output 2.1.4. Innovative business and financing models, to attract private sector investment in tourism and conservation infrastructure developed	MTEA	62000	10003	71600	Travel	40,200	18,000	44,680	30,480	30,480	163,840	20
			MTEA	62000	10003	72200	Equipment and Furniture	50,000					50,000	21
			MTEA	62000	10003	72600	Grant		40,000	50,000	50,000	40,000	180,000	22
			MTEA	62000	10003	74200	Audio Visual&Print Prod Costs		5,000		8,000	1,000	14,000	23
			MTEA	62000	10003	75700	Training, Workshops and Confer	9,000	12,000	9,800	18,000	13,000	61,800	24
	Total Outcome 2.1							165,200	102,500	189,480	163,980	141,980	763,140	
	Outcome 2.2. A diversity of sustainable alternative livelihood opportunities are facilitated, established and supported within communities adjacent to the BFNR, especially for women, youth and socially marginalized groups.	Output 2.2.1 Community-private-public partnerships developed to facilitate community participation in the tourism value chains Output 2.2.2. Gender Inclusive alternative livelihoods supported	MTEA	62000	10003	71200	Intl Consultants	11,000	5,500	5,500	11,000	5,500	38,500	25
			MTEA	62000	10003	71300	Local Consult.		45,000		22,500	22,500	90,000	26
			MTEA	62000	10003	71600	Travel	7,600	3,800	3,800	7,600	3,800	26,600	27
			MTEA	62000	10003	72600	Grant		45,000	60,000	60,000	50,000	215,000	28
			MTEA	62000	10003	75700	Training, Workshops and Confer	30,800	74,000	26,000	18,800	86,000	235,600	29
	Total Outcome 2.2							49,400	173,300	95,300	119,900	167,800	605,700	
Total Component 2								**214,600**	**275,800**	**284,780**	**283,880**	**309,780**	**1,368,840**	
Component 3. Coordination and Knowledge Exchange for Transformational Impact	3.1: Knowledge generation, exchange and learning enable replication and the scaling up of best practices	Output 3.1.1. Lessons learned are documented and disseminated. Output 3.1.2. Effective participation and contribution to knowledge exchange platforms facilitated and ensured.	MTEA	62000	10003	71300	Local Consultants	15,750	13,500	18,000	15,750	27,000	90,000	30
			MTEA	62000	10003	72800	Information Technology Equipmt	10,000					10,000	31
			MTEA	62000	10003	74200	Audio Visual&Print Prod Costs		5,000	5,000	5,000	5,000	20,000	32
			MTEA	62000	10003	75700	Training, Workshops and Confer	42,000	49,000	55,000	49,000	49,000	244,000	33
	Total Outcome 3.1							**67,750**	**67,500**	**78,000**	**69,750**	**81,000**	**364,000**	
	3.2 Technical capacity of national and/or sub-national institutions and/or partners is collaboratively developed and strategic partnerships are established.	Output 3.2.1 Comprehensive skills development assessment completed and strategically important capacity gaps are addressed. Output 3.2.2 Strategic partnerships necessary for enhanced, effective and sustainable implementation identified, nurtured and secured.	MTEA	62000	10003	71200	International Consultants	44,000	11,000				55,000	34
			MTEA	62000	10003	71300	Local Consultants	22,500	22,500				45,000	35
			MTEA	62000	10003	71600	Travel	4,000	3,300				7,300	36
			MTEA	62000	10003	72400	Communic & Audio Visual Equip		5,000	5,000	5,000	5,000	20,000	37
			MTEA	62000	10003	74200	Audio Visual&Print Prod Costs		5,000	5,000	5,000	5,000	20,000	38
			MTEA	62000	10003	75700	Training, Workshops and Confer		48,150	48,150	48,150	48,150	192,600	39
	Total Outcome 3.2							**70,500**	**94,950**	**58,150**	**58,150**	**58,150**	**339,900**	
Total Component 3								**138,250**	**162,450**	**136,150**	**127,900**	**139,150**	**703,900**	
Monitoring and Evaluation	ME: 1 Evidence based reporting informs adaptive management and scale up of interventions.	ME 1.1 Participatory M&E framework developed and implemented.	MTEA	62000	10003	71300	Local Consultants	10,000	10,000	10,000	10,000	10,000	50,000	40
			MTEA	62000	10003	75700	Training, Workshops and Confer	7,200					7,200	41
			GEF sub-total MTEA					**17,200**	**10,000**	**10,000**	**10,000**	**10,000**	**57,200**	
			UNDP	62000	10003	71200	International Consultants			25,000		30,000	55,000	42
			UNDP	62000	10003	71300	Local Consultants			14,000		18,000	32,000	43
			UNDP	62000	10003	71600	Travel			5,168		7,600	12,768	44
			GEF sub-total UNDP							**44,168**		**55,600**	**99,768**	
	Total ME							**17,200**	**10,000**	**54,168**	**10,000**	**65,600**	**156,968**	
Total M & E								**17,200**	**10,000**	**54,168**	**10,000**	**65,600**	**156,968**	

Quantum Outcome (GEF Component)	Quantum Output (GEF Outcome)	Quantum Activity (GEF Output)	Quantum Responsible Party (UNDP, IP, or Responsible Party)	Quantum Fund ID	Quantum Donor ID	Quantum Budgetary Account Code	Quantum Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Budget Note
Project Management Cost (PMC)	*PMC*	*PMC*	*MTEA*	*62000*	*10003*	*71800*	*Contractual services (individual)*	30,000	30,000	30,000	30,000	30,000	150,000	45
			MTEA	*62000*	*10003*	*73100*	*Rental-maintenance-premises*	5,000	5,000	5,000	5,000	5,000	25,000	46
			MTEA	*62000*	*10003*	*72200*	*Equipment and Furniture*	10,000					10,000	47
			MTEA	*62000*	*10003*	*72500*	*Supplies*	4,755	4,800	4,800	4,800	4,800	23,955	48
			MTEA	*62000*	*10003*	*72800*	*Information Technology Equipmt*	15,200					15,200	49
			GEF sub-total MTEA					**64,955**	**39,800**	**39,800**	**39,800**	**39,800**	**224,155**	
			UNDP	*62000*	*10003*	*74100*	*Professional Services*	5,000	5,000	5,000	5,000	5,000	25,000	50
			GEF sub-total UNDP					**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**25,000**	
			MTEA	*04000*	*00012*	*75700*	*Training, Workshops and Confer*	20,000	20,000	20,000	20,000	20,000	**100,000**	51
			UNDP Sub-total					**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**	
	Total PMC from GEF							**69,955**	**44,800**	**44,800**	**44,800**	**44,800**	**249,155**	
	Total PMC from UNDP							**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**	
Total Project Management Cost								**89,955**	**64,800**	**64,800**	**64,800**	**64,800**	**349,155**	
							Total Project Grant UNDP	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**	
							Total Project Grant- GEF	**750,085**	**957,528**	**1,108,178**	**1,349,060**	**1,067,410**	**5,232,261**	
							GRAND Total	**770,085**	**977,528**	**1,128,178**	**1,369,060**	**1,087,410**	**5,332,261**	

BN #	Budget Note detail
1	This budget line is reserved for the cost national consultants: 1. A national Legal and Policy Specialist required to contribute to delivery of Output 1.1.2. for a total of 24 weeks (8 weeks/year over four months) in years 1, 2 and 3 at US$2,250/week. $54,000 2. A National Human Resources and Organisational Development Specialist required to contribute to delivery of Output 1.1.2. for a total of 24 weeks (12 weeks/year over four months) in years 1, 2 and 3 at US$2,250/week. - $54,000 3. A national Gender Mainstreaming specialist will work on a retainer basis for a total of 60 weeks (1 week per month) for the duration of the project at US$2,000/week. (output 1.1.3) - $120,000 Total estimated cost is $228,000
2	This budget is to cover travel costs and DSAs for local consultants and workshop partisans: 1. Travel cost for Legal and Policy specialist and Human Resources Org. Dev't specialist - $ 15,000 - @5,000/year 2. The Gender Mainstreaming specialist will need to travel throughout the project area at approximately 1000km/week at US$0.30/km. - $18,000 @$3600/year Total estimated cost is $33,000
3	This budget line is reserved for the cost of training and workshops under outcome.1.1. 1. Three x 2 day policy, legislation and institutional review workshops for 40 people at US$30/head/day in years 1 and 2 and 2 workshops in year 3. $31,200 2. Workshop costs are estimated at US$30/person/day and it is envisaged that at least 5 workshops with 40 participants will be needed to achieve consensus on the legal, policy and institutional frameworks required for the BFNR. Two of these workshops will take place in year 1 and three in year 2. No budget has been allocated to cover the periderms of office bearers as it is assumed that they will carry these costs themselves. $12,000 3. The PMU will need to facilitate a number of workshops with relevant Project Partners throughout project implementation at an estimated 6 workshops of 2 days each per year and an estimated 1000km per workshop. Workshop costs are estimated at US$20/person/day and it is envisaged that at least 30 workshops with 20 participants will be needed to ensure the establishment and implementation of collaborative management agreements. - $33,000 Total estimated cost is $76,200
4	This budget line is reserved to hire international consultants supported the following activities: 1. K9 Anti-poaching Specialist (IC)- trainer contracted on a retainer basis to work 4 weeks per year in Year 2, 3, 4 and 5; at US$2,750/week. (output 1.2.4) - $44,000 2. Safeguard Specialist (IC) - contracted on retainer basis to develop all safeguards instruments and to monitor adherence to their requirements over duration of implementation. (8 weeks in Yr1 and then again for 4 weeks in Yr2 and Yr4 at US$2750/week (total IC fees = US$44,000). Total estimated cost is $88,000
5	This budget is line is reserved to contract Local consultants: 1. Sustainable Land Management and Land Restoration consultant on a retainer basis for 1 weeks per month for the 5 years of project implementation at US$2,250/week. (output 1.2.2) - $135,000 2. Gender Mainstreaming Expert on retainer to work 8 weeks per year in Year 1, 2, 3 and 4; and then 4 weeks in year 5 at US$2,250/week (output 1.2.1) - $81,0000 Total estimated cost is $216,000 (Please see the detail under Annex 7)
6	This budget line is reserved for travel cost under outcome 1.2 as listed below: 1. Travel cost for international consultants & DSAs [$6 trips/year (output 1.2.1) - $30,000 2.Travel allowance for the local consultant at US$0.3/km for 12,000km/year. (output 1.2.2) - $18,000 3. Travel allowance for the Anti-poaching Specialist (IC) for 4 x return flight from year 2 to year 5 and a DSA. (output 1.2.4) - $26,400 4. Travel allowance for Safeguard Specialist (IC) - 3 x international return flights and DSA. In-country travel will be catered for by the MTEA and/or the PMU - $25,400 Total estimated cost is $99,800
7	This budget line is reserved for hiring companies: 1. to support the reintroduction of game to the BFNR, including the capture and relocation of game and associated veterinary services. (output 1.2.3)-$240,000 (Yr3 - $70k, Yr4- $100k & Yr5 - $70k 2. to enhance the security of the perimeter of core area (output 1.2.4) $44,000 (Yr 4) Total estimated cost is $284,000
8	This budget line is reserved to for the purchase equipment under outcome 1.2 to support land restoration work and equipping of the BFNR security personnel with all the necessary high-tech equipment required to implement the security plan for the BFNR ($320,000). Total estimated cost is $320,000
9	This budget line is reserved to for the purchase materials and goods under outcome 1.2 1. Approximately $40,000/annum starting from Yr 2-Yr 5 for the purchase of materials and goods to support land restoration work (protective clothing, and tools for clearing invasive alien plants and erosion control measures ($160,000); 2. Approximately US$ 10,000/annum starting from Yr1-Yr 5 will be required to purchase herbicides necessary to treat Invasive Alien Plant infestations as well as purchase indigenous grass seed mixes and tree seedlings as per the SLM restoration plans. (output 1.2.2) - $50,000 Total estimated cost is $210,000
10	This budget line is reserved for printing/production of posters and brochures used to raise awareness amongst affected communities and to keep them up to date with security related matters and to equip personnel who address stakeholder meetings regularly arranged and facilitated by the PMU. (output 1.2.4) Total estimated cost is $20,000
11	This budget covers the land transportation of captured gamer species to assist with the reintroduction of game into the BFNR in years 3, 4 and 5, but not the capture costs themselves which will need to be covered by co-financing from MTEA and its Project Patterns. (output 1.2.3) Total estimated cost is $350,000

BN #	Budget Note detail
12	This budget line is reserved for cost of workshops and trainings under outcome 1.2 as listed below: 1. METT workshop - 1 METT workshop per PCA per year- Approximately 40 people to attend for 5 days in each PA from Yr1, Y2, Yr3 & Y4 & Yr5 (for BFNR) - [The estimated cost includes - Workshop venue & catering +Facilitator cost +DSA+ Travel cost)- $166,400 ($33,280/year) 2. BFNR PAMP workshop - 2 x 5-day workshops in year 4 - 60 participants to attend the PAMP workshops - out of the 60, 40 of METT participants are expected to attend the workshop. [The estimated cost includes -Workshop venue/catering, Facilitator cost+ travel, & DSA cost]- - $48,400 3. SLM Plan Development workshops- approximately 10 (2-day), including field trips, with 40 people in Yr 1. [The estimated cost includes workshop venue & catering & travel cost] $36,000 4. Capacity building workshop/training - approximately 5 (3-day) to ensure that the land managers have the capacity to implement their SLM plans in Yr1 & Yr2. [The estimated cost includes workshop venue & catering costs & travel] . $48,00000 - $24,000/year 5. Security personnel training- as per the capacity needs assessment and security plan for the BFNR to be undertaken from year 2 through to year 5 for 40 handlers over 4 weeks each year. [The estimated cost includes workshop venue, catering, travel -($34,800 per year) $139,200 Total estimated cost is $438,000
13	This budget is reserved for HWC Insurance specialist (International consultant) contracted for 4 weeks over 4 months at US$2,750 per week to engage with relevant stakeholders to prepare and implement an insurance policy against damages caused by HWC. (output 1.3.2) Total estimated cost is $11,000
14	This budget is reserved for Travel allowance for the international consultant for 1xreturn flight @$1,000 in Yr 2 and a DSA of US$200/day for 28 days in year 2. (output 1.3.2) Total estimated cost is $7,600
15	This budget is reserved for the purchase of security related technologies in years 2, 3 and 4 as per the needs identified in the capacity assessment. From year 2 through to year 5, bee keeping equipment is to be purchased to support communities potentially impacted on by elephant escaping from the PCAs and the BFNR. (output 1.3.2 &1.3.3) Total estimated cost is $180,600
16	This budget line is reserved for Investments of US$20,000 per annum into a trust fund to support the payout of successful HWC damage claims by affected communities from year 2 to year 5. (output 1.3.2) Total estimated cost is $80,000
17	This budget line is reserved for a variety of out-reach/extension programmes to be supported with printed media carrying info-graphics illustrating how communities can respond to HWC and move towards Human-Wildlife -Coexistence $10,000/annum starting from 2-5. (output 1.3.3) Total estimated cost is $39,198
18	This budget line is reserved for covering the cost of training and workshops related to output 1.3.1 & 1.3.3 as listed below: 1. 2 x Planning and monitoring workshops/annum starting from Yr 1- Yr 5 facilitated by the PMU bringing 40 relevant government personnel together from the MoA Veterinary Services and the PCA management to plan for and monitor the containment and management of potential zoonotic disease spill over (Output 1.3.1. [The estimated cost includes: catering budget and travel cos] - $24,000 ($4,800/year) 2. From Yr 2 - Yr 5, a series of 2 days workshops to be held with affected communities to ensure capacity is built to address HWC and to empower communities to live safely adjacent to a PA with dangerous game, including training in bee-keeping. (output 1.3.3) - $48,000 ($12,000/year) Total estimated cost is $72,000
19	This budget lines is reserved to appoint 4 international consultants to support activities under Output 2: 1. An international consultant on a short-term contract to facilitate an ecosystem service review of the BFNR area at US$2,750 per week for 6 weeks in year 1, 3 weeks in year 2 and 2 weeks in year 3. The consultant will work in collaboration with the resource economist in years 2 and 3. Appointment of an international consultant to deliver resource economic and brokerage services following on from the ecosystem service review at US$2,750 per week for 2 weeks in year 1, 3 weeks in year, 6 weeks in year 3 and a further 2 weeks in years 4 and 5. The consultant will work in collaboration with the ecosystem service review specialist to quantify tradable services and engage with the market to broker long-term agreements that will secure sustainable sources of financing for the effective management of the BFNR. (output 2.1.1) - $93,500 2. Sustainable Finance Specialist - an international consultant on a retainer for 8 weeks in year 1 and then in 4 weeks each in years 2,3,4 and 5 at US$2,750/week. (output 2.1.2) - $66,000 3. An international tourism development consultant contracted for 12 weeks in years 3, 4 and 5 at US$2,500 per week to work with the BFNR PAMP to develop a tourism development concept plan and portfolio of opportunities, and then to work with the BFNR management structure to facilitate an investor conference where tourism development and operation opportunities are put to the international market. The consultant will also work with the management structure to facilitate concession negotiations and agreements. (output 2.1.3) -$90,000 4. An International Consultant specializing in innovative business models within the conservation sector to carry out and support workshops with relevant stakeholders as per the above schedule and at US$2,750 per week serving 8 weeks in year 3 and 4 weeks in years 4 and 5. (output 2.1.4) - $44,000 Total estimated budget is $293,500
20	This budget line is reserved for travel and related costs of international consultants to support activities under output 2.1.1 - 2.1.4: 1. for international return flights and DSAs for the duration of the international consultant's work in country. (output 2.1.1) - [238 days (Yr 1 - 112 days, Yr 2 - 42days, Yr3 - 56 days, Yr4 - 14 days & Yr 5 days @$200/day) and 10 trips @$1000/trip (Yr 1 - 4 trips, Yr -2trips, Yr3- 2trips, Yr4- 1trips and Yr 5- 1trips)] - $57,600 2. for international return flights and DSAs for the duration of the international consultant's work in country. (output 2.1.2) [161 days (Yr1 - 49 days, Yr 2-5 - 28 days/year @ $200/day) and 12 trips @1000/trip (Yr1 -4trip & Yr 2-5 2 trip each) - $44,200 3. for 6 x return international flights per year for years 3, 4 and 5 for the International Consultant allowing two weekly missions at a time. Daily subsistence allowance for the Internation Consultant at US$170/day for 12 weeks in year 3, 4 and 5. (output 2.1.3) - $42,840 4. for International flights and DSAs for the International Consultant for 4 x 2 week missions in year 3 and 2 x 2 week missions [56 days (Yr 3- 28 days & Yr4 -Yr5 14 days each) and 8 trips (Yr 3 - 4 trips and Yr 4 &5 - 2 trips each]. (output 2.1.4) - $19,200 Total estimated cost is $163,840

BN #	Budget Note detail
21	This budget line is reserved for 1 project vehicle (4x4 double cabin) as the project covers 5 different Protected areas within the landscape. Total estimated cost is $50,000
22	This budget is reserved for Grant for 4 Chiefdoms @ $45,000/chiefdom (at least $10,000 /enterprise) to establish wildlife based economy business/enterprises for the communities within the landscape. Total estimated cost is $180,000
23	This budget is reserved for producing and printing of materials related to output 2.1.1-output 2.1.3 as listed below: 1. As the outputs from this work will be pivotal in securing support for the BFNR within all stakeholder groupings, it will be necessary to publicise and create awareness as broadly as possible through the development, distribution and use of info-graphics as well as a diversity of media to ensure that local, national, regional and global stakeholders are aware of the socio-economic value of the BFNR in @$5,000/year in Yr 2 & 4. (output 2.1.1) - $10,000 2. Production, printing, publishing (in a variety of media) a Portfolio of Opportunities for the international tourism development and operator market. (output 2.1.3)- $2000 2. Rental of audio visual equipment to support an investor conference in year 4 & 5. (output 2.1.3) - $2000 Total estimated cost is $14,000
24	This budget line is reserved for covering the cost of training and workshops related to output 2.1.1 -Output 2.1.4 as listed below: 1. for training workshops for all relevant stakeholders to engage with the ecosystem service review process, the resource economic assessments and the brokerage of trading agreements throughout the five years of implementation. (output 2.1.1) - $14,400 2. for two workshop per year per Chiefdom allowing for up to 30 participants per workshop at US$20/person for catering purposes. (output 2.1.2) - $30,000 3. A high profile tourism investor conference to showcase the Portfolio of Opportunities at an approximate fee of US$10,000 in year 4 and follow up one-on-one meetings with potential investors in years 5 to negotiate concession agreements @$5,000. (output 2.1.3) - $15,000 4. Although much of this work will be covered component 1, allowance is made for the PMU to facilitate preparatory and follow up workshops with national stakeholders to ensure readiness and capacity to engage with the private sector at 2 * one day workshops per year in years 3, 4 and 5 ($800/year) ; supported by an International Consultant. (output 2.1.4) - $2,400 Total estimated cost is $61,800
25	This budget is reserved for an international business development consultant contracted for 4 weeks in years 1 and 4 and for 2 weeks in years 2,3 and 5 at US$2,750 per week to work with the BFNR PAMP to develop a tourism development concept plan and portfolio of opportunities, and then to work with the BFNR management structure to facilitate an investor conference where tourism development and operation opportunities are put to the international market. The consultant will also work with the management structure to facilitate concession negotiations and agreements. (output 2.2.1) Total estimated cost is $38,500
26	This budget lines is reserved for: 1. Contracting 5 x national consultants to deliver tourism and value chain training to local communities for 2 weeks each per training topic in years 2 and 5 at US$2,250/week. (output 2.2.1) - $45,000 2. Contracting 5 x local consultants to deliver Gender training to local communities for 2 weeks each per training topic in years 2 and 4 at US$2,250/week. (output 2.2.2) -$45,000 Total estimated cost is $90,000
27	This budget line is reserved for Travel and DSA cost for the international business development consultant - 7 x international return flights as per the following time frames - 4 weeks in years 1 and 4 and for 2 weeks in years 2, 3 and 5 . (output 2.2.1) Total estimated cost $26,600
28	This budget line is reserved for Grant for 4 Chiefdoms @ $53,750/chiefdom (at least $10,000 /enterprise) to facilitate the identification and establishment of alternative livelihood opportunities for the communities. Total estimated cost is $215,000
29	This budget line is reserved for trainings and workshops under Outcome 2.2: 1. Arrange 5 x 10 day capacity building events for local community members on the basis of opportunities identified by the tourism owners and operators at US$30 per person for 40 people per event in years 2 and 5., plus an allowance of US$1,000 per day for the trainers and repeated again in year 5. (output 2.2.1)- $129,600 2. Facilitate five x two day Alternative livelihood workshops with 40 community members per Chiefdom in years 1, 3 and 5 at US$30/person/day. (output 2.2.2)- estimated cost is $36,000 ($12,000/year) 3. Capacity building events - DSA for 40 people @ US$70/day 5 times per year in years 1-5 (output 2.2.2) -estimated cost is $70,0000 ($14,000/year) Total estimated cost $235,600
30	This budget line is reserved for contracting a local consultant: 1. National skills development local consultant to deliver 1 x 5 day training to relevant officials in data capture and management and reporting in years 1 and 3 at US$2,250/week. (output 3.1.1)= $4,500 2. Knowledge Management Consultant - to ensure that all project activities are appropriately captured, reported and distributed according to the Outputs required - 38 weeks (Yr1 & Yr2 6 weeks, Year 3 & 4- 7 weeks & Yr 5 12 week) at US$ 2,250/week =$85,500 Total estimated cost is $90,000
31	This budget line is reserved for key project partners for the landscape for purchase of high-end laptop computers $1000/unit. (output 3.1.1) Total estimated cost $10,000
32	This budget lines is reserved for production and dissemination of reports and publications (popular and scientific) in years 2, 3, 4 and 5. (output 3.1.1) Total estimated cost $20,000

BN #	Budget Note detail
33	This budget lines is reserved for trainings under this outcome: 1. Training in data management and report writing for 40 relevant reps from project partners over 5 days, including fees for the trainer, in year 1 and in year 3. (output 3.1.1) - estimated cost is $12,000 2. Allowance for 60 people to attend the annual BFNR conference and workshop to be held towards the end of each year at a rate of US$200/person to cover conference fees, transport and DSAs (only where necessary). (output 3.1.2) estimated cost is $180,000 3. Budget for GWP conference -10 representatives of the project partners and the PMU to travel to and participate in relevant conferences within the SADC Region and internationally covering return flights, DSAs and conference fees. (output 3.1.2) estimated cost is $52,000 Total estimated cost is $244,000
34	This budget line is reserved for hiring one international capacity assessment and organisational development consultant on contract for 16 weeks over 6 months in year 1 and for 4 weeks in year 4 at US$2,750 per week. (output 3.2.1) Total estimated cost is $55,000
35	This budget line is reserved for hiring relevant local consultants contracted to deliver training for two weeks each year from year 2 at US$2,250/week. (output 3.2.1) Total estimated cost is $45,000
36	This budget is to cover the travel cost for 6 international return flights as per above time frames. (output 3.2.1) Total estimated cost is $7,300
37	This budget line is reserved for rental of audio visual equipment to support training as well as data to facilitate remote learning via virtual platforms at US$5,000 per year each year from year 2. (output 3.2.1) Total estimated cost is $20,000
38	The budget line is reserved for production of training material, both audio visual and printed for the training courses at US$5,000 per course per year from year 2. (output 3.2.1) Total estimated cost is $20,000
39	This budget line is to cover the cost of training and workshops to fill the capacity/skills development needs under output 3.2: 1. for 40 trainees for one week training session per year from Yr 2- Yr 5 =$41,000/year =$164,000 2. for training facilitator/trainer fees at US$450/day for 7 days per course per year from Yr 1 2 - Yr 5. (output 3.2.1) $12,600 2. for 20 trainees for M & E training for 10 days (2.5 days /year) from Yr 2 - Yr 5- (output 3.2.2) $16,000 Total estimated cost is $192,600
40	This budget line is reserved for hiring M&E Expert - retainer consultant to report on progress made in reaching GEF core indicators, update METT sheets at MTR & TE stage and project results included in the project results framework budgeted at US$10,000 per year from year 3. (ME 1.1.1) Total estimated cost is $50,000
41	This budget line is reserved for inception workshop and report to be held over 4 days for 40 participants within the 1st quarter of year 1, including a 3 day follow up workshop to develop the M&E framework and a plan for its implementation. (ME 1.1.1) Total estimated cost is $7,200
42	This budget line is reserved to cover the procurement of an international consultant to lead the MTR ($25,000) & TE ($30,000); for 4 weeks from the 3rd quarter of year 3 & 5. (ME 1.1.1) Total estimated cost is $55,000
43	This budget line is reserved to cover the procurement of a local consultant to assist with the MTR ($14,000) & TE ($18,000); ifor 4 weeks from the 2nd quarter of year 3 & 5. (ME 1.1.1) Total estimated cost is $32,000
44	This budget line is reserved for Travel and DSA for the international MTR ($4,800) & TE ($7,600) consultants. (ME 1.1.1) Total estimated cost is $12,768
45	This budget line is reserved for full-time appointment of a Finance and Admin. Manager on a five year closed ended contract at US$2,500/month for 60 months. Total estimated cost is $150,000
46	This budget line is reserved for project office space, maintenance, utilities. Total estimated cost is $25,000
47	This budget line is reserved for office furniture for PMU staff. Total estimated cost is $10,000
48	This budget line is reserved for office supplies and consumables at US$4,800 per year. Total estimated cost is $23,955
49	This budget line is reserved for purchase of 5 laptops and other software for project staff. Total estimated cost is $15,200
50	This budget line is reserved for project audits at US$5,000 per annum for each year of implementation. (PMC) Total estimated cost is $25,000
51	This budget line is reserved for financing participation in the learning activities as required -$20,000/year (PMC) Total estimated cost is $100,000 Covered from UNDP co-financing amount

N.B Project interventions will be supported by international and national consultants who are needed to:

a) Support the development of single governance, legal and policy framework required to put the consolidated area that will make up the BFNR.
b) Assess and fill the capacity gaps within the project partners.
c) Track the management effectiveness of the PCAs and the BFNR as well as facilitate the development of an integrated management plan for the BFNR.
d) Develop strategies for improved anti-poaching and the management of HWC.
e) Provide a tourism development concept plan as the basis for securing private sector investment and capitalizing on the potential of the consolidated area.
f) Carry out the capture, translocation and reintroduction of game species of conservation importance.
g) Identify and develop innovative sustainable financing options and broker long-term agreements to secure such; and
h) Facilitate and support the identification and establishment of wildlife-based economy and alternative livelihood options for neighboring communities.

To ensure that the PCAs and the BFNR are effectively managed, the project will assist in the procurement of high-tech equipment to enhance the capacity of the staff in all management sectors. The following technologies have been proposed under digital solutions (Section VI of Prodoc). that are already being used by the conservation fraternity such as drones, hand-held digital devices for field rangers to record observations (EarthRanger, SMART and MIKE), K9-anti-poaching units, surveillance cameras and telemetry; all of which offer cost effective solutions to numerous aspects associated with the effective management of PCAs. In addition, the project has motivated for use of Artificial Intelligence for Early Warning Systems for human wildlife conflict management developed by Vodafone, in partnership with Safaricom and WWF Kenya. Additional security equipment would be determined together with plan development during implementation

Resources will be provided to expand the existing K9 anti-poaching unit currently operating on the Royal Hlane National Park and to ensure that the handlers and their K9s are well trained and equipped. Substantial investments will be made into the development and implementation of SLM plans for ranches adjacent to the core of the BFNR so that they are put on a positive restoration trajectory before project termination.

XI. LEGAL CONTEXT

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 Swaziland (Eswatini) and UNDP, signed in 1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

XII. RISK MANAGEMENT

Option a. Implementing Partner is a Government Entity (NIM)

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

XIII. REFERENCES

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Mandatory Annexes

1. GEF Budget Template (available from BPPS NCE team)
2. GEF Execution Support Letter
3. Project Map and geospatial coordinates of the project area
4. Multiyear Workplan
5. Social and Environmental Screening Procedure (SESP), or justification of SESP exemption
6. UNDP Risk Register
7. Overview of technical consultancies/subcontracts
8. Stakeholder Engagement Plan
9. Environmental Social Management Framework (ESMF) or other SES frameworks/plans including the Project's GRM, if required
10. Gender Analysis and Gender Action Plan
11. Procurement Plan – for first year of implementation especially GEF focal area specific annexes (e.g. METT, GHG calculations, target landscape profile, feasibility study, other technical reports)
12. Additional agreements: such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the "executing entity"), letters of financial commitments etc..
13. Signed LOA between UNDP and IP requesting UNDP Support Services (if required on exceptional basis and authorized by the GEF)
14. GEF CEO Endorsement/Approval
15. On-Granting Provisions Applicable to the Implementing Partner
16. Terms of Reference for Project Board and Project Team
17. GEF and/or LDCF/SCCF Core indicators (see template below)
18. GEF Taxonomy (see template below)
19. Results of the Partners Capacity Assessment Tool (PCAT) and HACT Micro Assessment
20. UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system)

ANNEX 1: GEF BUDGET TEMPLATE

Attached separately

The following technologies have been proposed under digital solutions (Section VI of Prodoc). that are already being used by the conservation fraternity such as drones, hand-held digital devices for field rangers to record observations (EarthRanger, SMART and MIKE), K9-anti-poaching units, surveillance cameras and telemetry; all of which offer cost effective solutions to numerous aspects associated with the effective management of PCAs. In addition, the project has motivated for use of Artificial Intelligence for Early Warning Systems for human wildlife conflict management developed by Vodafone, in partnership with Safaricom and WWF Kenya. Additional security equipment would be determined together with plan development during implementation.

ANNEX 2: GEF EXECUTION SUPPORT LETTER

N/A

ANNEX 3: PROJECT MAP AND GEOSPATIAL COORDINATES OF PROJECT SITES

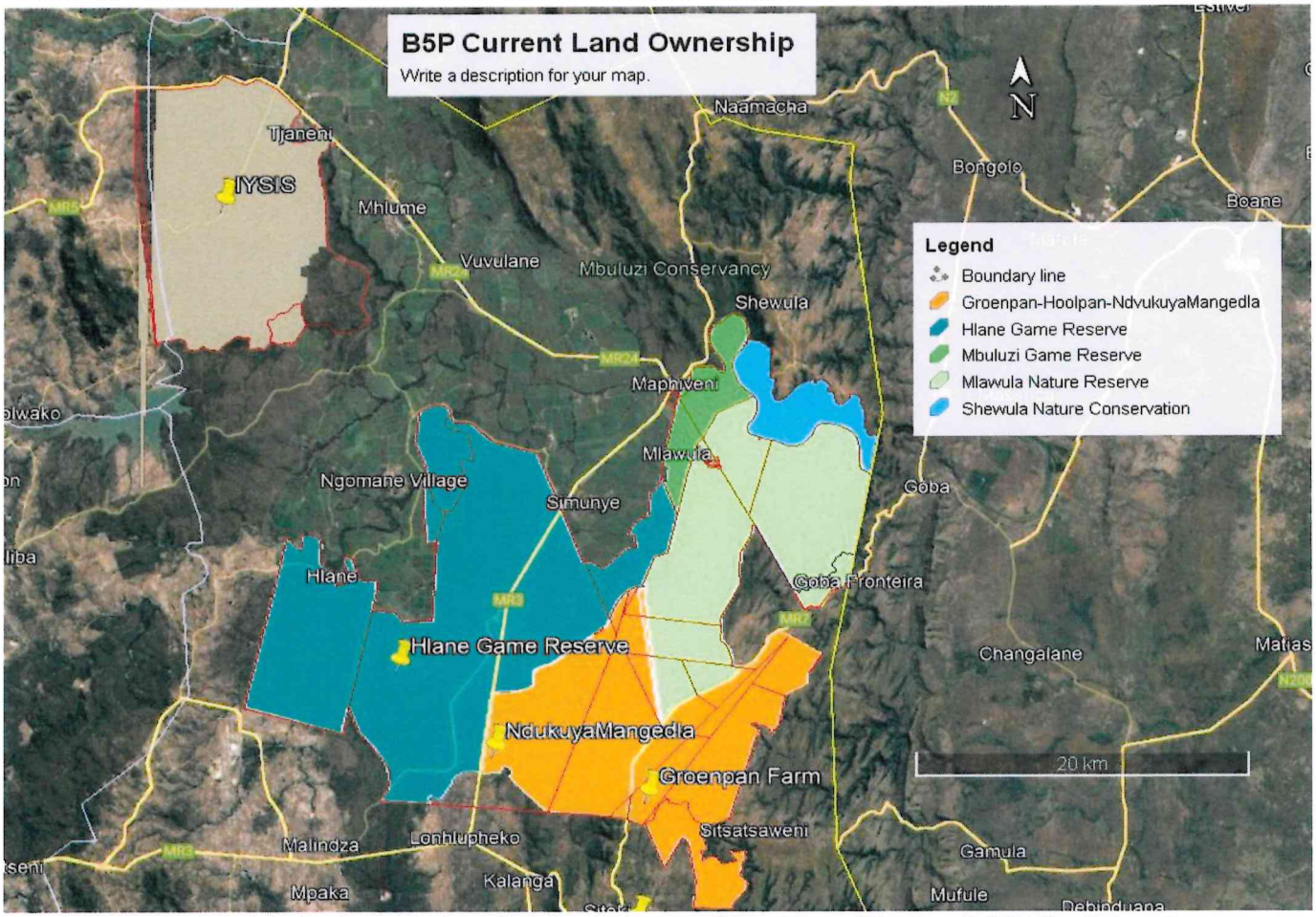


Figure 2:Map of the land parcels that will make up the consolidated area of the Eswatini Big Five Nature Reserve.

Table 8: Relevant information of the land parcels making up the proposed Big Five Nature Reserve

NAME	TENURE	OWNERSHIP/ RESPONSIBILITY	AREA (ha)	Central coordinates	
				LATITUDE	LONGITUDE
Hlane Royal National Park	Private	Big Game Parks	22900	26°16'46.59"S	31°52'42.23"E
Mlawula Nature Reserve	Private	ENTC	16400	26°13'20.87"S	32° 0'47.36"E
Mbuluzi Game Reserve	Private	Mbuluzi Game Parks	1500	26° 9'11.56"S	32° 0'1.64"E
Shewula Nature Reserve	SNL	Chief Mbandzamane Sifundza	3000	26° 9'28.69"S	32° 3'11.29"E
Iysis Cattle/Game Ranch	Private	Royal Eswatini Sugar Corporation	17100	26° 2'11.10"S	31°43'17.54"E
Mhlumeni	SNL	Chief Jozane Maziya	1300	26°17'24.84"S	32° 0'39.97"E
Ndvukuyamangedla	Private	Tibiyo takaNgwane	48000	26°20'21.62"S	31°55'40.36"E
Groenpan	Private	Tibiyo takaNgwane	2300	26°21'24.97"S	31°59'53.97"E
Nkhalashane	Private	Ministry of Agriculture	1300	26°18'35.98"S	32° 2'39.14"E

ANNEX 4: MULTI YEAR WORK PLAN

Component	Outcomes	Outputs	Year 1 (2025)				Year 2 (2026)				Year 3 (2027)				Year 4 (2028)				Year 5 (2029)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Component 1:	1.1	1.1.1																				
		1.1.2																				
		1.1.3																				
		1.1.4																				
	1.2	1.2.1																				
		1.2.2																				
		1.2.3																				
		1.2.4																				
	1.3	1.3.1																				
		1.3.2																				
		1.3.3																				
Component 2	2.1	2.1.1																				
		2.1.2																				
		2.1.3																				
		2.1.4																				
	2.2	2.2.1																				
		2.2.2																				
		2.2.3																				
Component 3	3.1	3.1.1																				
		3.1.2																				
	3.2.	3.2.1																				
		3.2.2																				
Component 4	4.1	4.1.1																				

Eswatini Big Five Nature Reserve – Activities per Output

Component 1: Coexistence of People and Wildlife in Connected Habitats	
Outcome 1.1: Gender responsive supportive policy and institutional frameworks for establishment of Eswatini's Big Five Nature Reserve in place	
Outputs	**Activities required to deliver the Outputs**
1.1.1 Gender responsive policy, legislation and institutional frameworks reviewed and enhanced to support Wildlife-based economy HWC management and curb illegal wildlife trade (IWT).	Promote stronger gender inclusive governance over the landscape through policy and legislative reforms and collaborative management frameworks a) Review existing relevant legal and policy instruments and their institutionalisation with the objective of identifying where these can be adapted and/or enhanced to better support the wildlife-based economy, enhance human-wildlife co-existence and curb the IWT. b) Undertake a gender inclusive skills/capacity development assessment and make recommendations on where and how skills and capacity development can be implemented in relation to the support required for the wildlife-based economy and the curbing of the IWT. c) Facilitate gender inclusive skills/capacity development opportunities with a focus on building opportunities for women. d) Review existing cooperative governance mechanisms and make recommendations for their improvement in terms of gender inclusivity, supporting the wildlife-based economy, HWC management and curbing the IWT. e) Review the land beneficiation policy and Leasehold and concession arrangement with Nkalashane farm for the Shewula chiefdom considering that they are giving land to the Big 5 project. f) Undertake Strategic Environmental and Social Assessment (SESA) is implemented to inform the policy change process.
1.1.2 Existing private and state nature reserves, cattle farms, and portions of land from three different communities integrated under a single protected area and governance framework.	a) Facilitate the processes necessary to develop supportive gender inclusive policy and institutional frameworks for the integration of the various land parcels into the BFNR including instruments for the gazettement of new areas included in the nature reserve. b) Provide legal and institutional support to the integration process, even as this may be a phased approach dictated to by the legal and policy frameworks related to the various parcels of land and their current tenure and management arrangements. c) Monitor and report on progress with the integration process recognising that achievement of this Output is a prerequisite to achievement of most other Outputs. d) Ensure that the establishment of the BFNR happens within the legal, policy and spatial context of the Lubombo TFCA and the Lubombo Biosphere Reserve, looking to the latter as a possible over-arching governance framework. e) Implement SESA to inform the governance framework
1.1.3 Gender Inclusive Governance mechanisms established.	a) As a precursor to 1.1.1 (d) carry out an assessment of existing governance mechanisms and work with the relevant organs of state to determine the Governance Mechanism/s which is/are best suited to take the project forward and ensure full compliance with the Gender Mainstreaming Plan developed during the PPG phase. b) Provide on-going support to the established Governance Mechanism/s throughout project implementation; convening meetings, maintaining meeting records, providing project implementation feedback and reporting and any other services required to ensure the institutionalisation of the mechanism/s.
1.1.4 Gender inclusive Collaborative management agreements established	a) Conduct gender inclusive south to south learning exchange to existing CMPs in Southern Africa to document lessons and experiences. b) Identification and selection of potential partners. c) Facilitate Negotiation, drafting and finalizing gender inclusive collaborative management partnership agreements necessary to establish, operationalize and institutionalise the Governance Mechanisms established under 1.1.2. d) Develop and implement a gender responsive monitoring and evaluation framework for the CMP implementation to assess its effectiveness based on key gender responsive performance indicators
Outcome 1.2: Protected and conserved areas and other wildlife habitats are consolidated, effectively managed and restored	
1.2.1 An integrated protected area management plan developed and implemented.	Facilitate gender inclusive integrated ecosystem management planning and participatory boundary demarcation of the proposed BFNR Reference must be made to the work carried out in the preliminary design of the project as reported by Berliner (2022). The following process is as prescribed by the IUCN WCPA as best practice for protected area management planning (Thomas and Middleton, 2003; IUCN, 2008 and Vasilijević *et al*, 2015):

	a) Establish a gender inclusive Core Planning Team as per the Governance Mechanism/s developed from 1.1.2. b) Carry out a comprehensive situation and stakeholder analysis using that produced from the PPG phase as a point of departure. c) Using the output from (b), identify and invite all relevant stakeholders including vulnerable groups, to participate in a workshop to develop the framework for the management plan. d) Facilitate the above workshop and develop a framework for the management plan by sharing as much relevant natural, social, economic and economic and governance information as possible and generating a shared long-term vision or desired state for the protected area, a prioritised list of management objectives needed to achieve the vision and a zonation plan that expresses the management objectives spatially. d) The Core Planning Team to unpack the framework into the more detailed and short-term management statements that will guide the work necessary to achieve the management objectives and the long-term vision by unpacking each Management Objective into SMART Operational Goals and then unpacking each of these into annual actions which detail what is to be done, by who, with who, by when and with what resources. e) Collate the above into a concise document with relevant supporting information and circulate to stakeholders for review and comment. f) Finalise the management plan based on comments received and present to stakeholders for validation.
Note that the outputs and activities that follow fall within the scope of the management plan that will be produced from 1.2.1. but can stand alone as annexures to the plan.	
1.2.2 Degraded areas under Sustainable Land Management with a positive restoration trajectory	Implement "herding for health" approach to improve rangeland management, biodiversity and livelihoods. a) Identify, quantify (spatially and in terms of severity) and categorise degraded areas according to the degradation drivers, both within and adjacent to the project area. b) Formulate long-term Sustainable Land Management plans of action in consultation with stakeholders to address each of the driver categories, inclusive of annual implementation budgets. This will include implementing the herding for health approach leveraging lessons learned from its piloting in the SADC region by Conservation International, Peace Parks Foundation. c) Secure gender responsive sustainable sources of funding to invest in the required restoration activities and implement the Sustainable Land Management plans and engage the "Working on Invasive Alien Plants" programme to assist. d) Identify gender responsive capacity development requirements necessary to ensure the effective implementation of the restoration plan/s. e) Implement long-term monitoring of the effectiveness of the restoration efforts and produce annual reports that are used to inform active-adaptive management of the restoration actions. Note that some of the drivers of degradation will be associated with unsustainable livelihood strategies of affected communities and the successful implementation of alternative and sustainable livelihood options will serve to work in conjunction with the restoration efforts.
1.2.3 Key wildlife species re-introduced to restore populations	a) Carry out an assessment, with the participation of local communities, of existing wildlife populations relative to what the area would have carried in the past, relative to the carrying capacity of the area and to the behavioural dynamics of the species mix (predator-prey, bulk-grazers, long-grass selective grazers, mixed feeders, browsers, etc.); and identify which wildlife populations require augmentation. Identify and assess the potential risks and impacts of species reintroduction on local communities and the intangible cultural heritage. Use Berliner (2022) report as a point of departure and guideline as well as the work that has been carried out by the Savannah Research Centre at Mbuluzi Game Reserve. b) Reach out to other protected areas in Eswatini, neighboring countries and others in SADC to identify sources of the required species and develop reintroduction plans, including the required budgets. c) Once the required budgets have been secured, work with the source protected areas and countries to facilitate the capture and relocation of the wildlife species in respect of international, regional and national legal requirements. d) Devise and implement long-term participatory monitoring programmes to assess the extent to which the augmentation efforts have been successful and to ensure that wildlife populations remain within the scientifically determined carrying capacity for the area (see Berliner, 2022). e) Ensure that monitoring data is processed and reported on to inform the active-adaptive management of the area.
1.2.4 Gender responsive security and anti-poaching plan developed and implemented	Establish systems and mechanisms for monitoring key wildlife species a) Carry out an assessment of the areas vulnerabilities based on historical data, on the status quo and on planned wildlife re-introductions. b) Use the information from (a) to develop a security and anti-poaching plan.

	c) Carry out a gender inclusive capacity assessment to identify the extent to which the plan needs to be augmented by the development of human capacity, financial capacity and equipment. Regarding capacity development, an emphasis needs to be placed on ensuring gender equity and the training and employment of women in the anti-poaching and security teams. e) Implement a gender inclusive training program for all security personnel that includes human rights, conflict management, and Sexual Exploitation, Abuse, and Harassment (SEAH). f) Pursue the establishment of a K9 anti-poaching unit that will augment the capacity needed for the implementation of the overall security and anti-poaching plan. g) Develop and carry out regular gender responsive campaigns aimed at building an understanding of the impact of poaching and the need for behavior change. h) Work with neighboring communities to identify, train, equip and deploy community-rangers. Note that as with 1.2.2 above, security and anti-poaching are exacerbated where affected communities do not enjoy tangible benefits from the conservation area and therefore, the development of sustainable livelihood opportunities and the sustained flow of tangible benefits are essential to ensure a positive relationship between the protected area and its affected communities, and the required change in behavior of those involved in both subsistence and commercial poaching activities.
Outcome 1.3: The incidence and severity of human-wildlife conflict is reduced and co-existence embraced	
1.3.1 Enhanced capacity of gender inclusive response teams and local communities to manage HWC	Strengthening capacity of the management entity responsible for the BFNR and communities to rapidly respond to incidents of HWC to ensure the safety of adjacent communities and their assets a) Monitor and maintain the perimeter fencing of the protected area to ensure that it retains the capacity to prevent the movement of dangerous wildlife species out of the protected area and prevents illegal incursions of either people and/or livestock into the protected area. b) Assess the capacity development requirements of the response teams and ensure that all human, operational and financial needs are secured in the long-term. c) Develop and implement a variety of gender responsive out-reach campaigns aimed at the creation of awareness and knowledge of affected communities in relation to the risks of living adjacent to a Big Five protected area and how to behave in the face of potential conflict. d) Investigate and introduce barriers such as chilli hedges and beehives as deterrents to elephants and link the latter to livelihood opportunities. e) Develop and implement digital enabled HWC early warning systems including AI and spatial monitoring technologies. f) Develop and implement a gender responsive monitoring protocol including HWC databases that will assist in the regular assessment of the effectiveness of the measures and behavioural change to inform the active-adaptive management of the protected area.
1.3.2 Gender responsive HWC insurance options developed	Implement gender responsive HWC compensation schemes including insurance options Carry out an assessment of HWC insurance initiatives where these have been successfully applied in other countries participating in the GWP, such as Namibia. b) Contract an international consultant to carry out an intensive stakeholder engagement process to present the findings and develop recommendations that are specifically relevant to the protected area but build on lessons learned. c) Present recommendations to the protected area governance mechanisms for ratification. d) Work with the governance mechanisms to establish the structures, processes and financing necessary to provide affected communities with insurance against damages caused by wildlife. e) Contribute to the development of National Wildlife Management policy currently being developed by MTEA, to ensure inclusion of HWC compensation, insurance for neighboring communities, agreement on the buffer zone for dangerous game- human residential area. Participate in the game act review process.
1.3.3 A gender responsive plan and monitoring framework for the prevention of high-zoonotic risk spill overs developed	The threat of zoonotic disease spill over relates specifically to the introduction of buffalo into the area, especially where there is commercial and/or subsistence livestock farming areas immediately adjacent to the protected area but does not negate the threat of zoonotic diseases emanating from the uncontrolled consumption of bush-meat. a) Work with the Ministry of Agriculture's Veterinary Department to ensure that the required livestock sanitation protocols, standard operating procedures and infrastructures are in place and integrated into the protected area management plan, inclusive of related budgets for long-term and effective implementation.

	b) Identify gender responsive capacity development requirements and ensure that these gaps are filled as they relate to human, financial and operational capacity, in line with the gender equity plan. c) Monitor implementation of the plan ensuring that all data is well captured, stored and processed with regular reports being generated that feed into the active-adaptive management of the protected area.
Component 2: Wildlife for Prosperity	
Outcome 2.1: A sustained flow of meaningful and tangible benefits is realised by affected communities and are managed through appropriate governance mechanisms	
2.1.1 Gender inclusive Wildlife economy strategy developed	It is critical that the concept of the "wildlife economy" needs to be seen in its broadest sense and not in the narrow sense of an economy based on nature-based tourism, both consumptive and non-consumptive. a) Implement ESIA, Process Framework, ESMP, and Livelihood Action Plan b) Carry out a full ecosystem service review of the protected area clearly identifying the full suite of ecosystem goods and services that are produced and delivered from within its boundaries, the beneficiaries (local, regional and global) of these and the beneficiary pathways. While it is possible for the PMU to facilitate this process on the basis of existing literature, it is advisable that an external social and environmental consultant be commissioned to this work together with a resource economist and broker. c) From the above identify those ecosystem services that are quantifiable and potentially tradable, such as carbon sequestration, water, medicinal plants, etc. d) Explore and pursue opportunities to engage with potential investors or buyers of these ecosystem services and facilitate/broker agreements for long-term investments. e) Work with affected local communities to facilitate access to ecosystem goods and services that will help to augment their livelihood strategies such as grass for thatching, medicinal plants, fuel wood, food from both fauna and flora, etc. f) Develop and implement gender responsive awareness campaign that help affected communities and decision-makers at all levels understand the full value of the protected area relative to the investment required to secure its integrity and its ability to continue supporting a viable wildlife economy. g) Monitor and report on all income and benefit generating opportunities and generate regular reports highlighting the value and relevance of the protected area within its broader socio-economic landscape.
2.1.2 Gender responsive governance mechanisms to manage and monitor the flow of benefits to affected communities established and maintained.	a) Critically review existing governance mechanisms that are in place within the country and in other GWP-participating countries. b) Facilitate engagements with the governance structures of affected communities to present the findings from the assessment and to negotiate suitable governance mechanisms necessary to manage and monitor the flow of benefits from the protected area, inclusive of gender equity considerations. c) Present the recommended governance mechanisms to the protected area governance mechanism developed under 1.1.2 for validation/ratification. d) Ensure that both the protected area management and the affected communities have the capacity to implement the recommended governance mechanisms and to manage and monitor the flow of benefits, and to ensure that marginalised groupings are well integrated into the beneficiary mix. e) Ensure the gathering, storage and processing of related data for the regular generation of reports that clearly illustrate, qualitatively and quantitatively, how affected communities are benefiting from the protected area.
2.1.3 Gender inclusive sustainable tourism and Business Development Plan for the Big5 in place	It is important that tourism be seen as one of the many ecosystem services the area has to offer and must be managed in a way that ensures it does not impact negatively on the areas capacity to deliver the other ecosystem services. It is therefore one aspect of a business plan needed for the area as a whole and which needs to form part of the area's Integrated Management Plan as detailed in 1.2.1. a) Engage suitably qualified tourism development expertise to produce a "Tourism Concept Development Plan" for the protected area. b) Identify and assess the potential social and environmental risks and impacts associated with tourism development and prepare and implement the respective management plans and measures.

	c) On the basis of the recommendations from (a) produce a prospectus of development and investment opportunities and engage with potential investors recognised as leaders in the tourism industry. d) Applying global best practice, facilitate concession agreements necessary to realise the opportunities identified in the Concept Development Plan. e) Put in place mechanisms to monitor the development of the tourism facilities and related infrastructure to ensure that all potential negative environmental impacts are suitably mitigated and that all positive impacts are enhanced and realised. f) Ensure that all concession and development agreements are responsive to the gender mainstreaming requirements of the project and that they respect the governance mechanisms established under 2.1.1.
2.1.4 Gender responsive Innovative business and financing models, to attract private sector investment in tourism and conservation infrastructure developed Note that this Outcome may be used as a check-list of principles to be applied to Outcomes 2.1.1 – 2.1.3.	a) Ensure that commercial livelihood initiatives are strongly linked to the relevant markets and are market-driven. b) Work with the central bank and Ministry of Finance to develop and ensure adherence to sustainable finance requirements. c) Work with relevant government structures to facilitate/broker the sourcing of green bond-funded adaptation projects to ensure communities benefit meaningfully from the project. d) Work with project proponents to develop attractive, viable, and well-coordinated Leasehold arrangements for private-sector investors.
Outcome 2.2: Sustainable livelihoods in wildlife-based economies are increased, especially for women, youth and socially marginalized groups	
2.2.1 Gender inclusive community-private-public partnerships developed to facilitate community participation in the tourism value chains	a) Work with tourism facilities and activity operators to pro-actively identify all the opportunities inherent in the running of their establishments. b) Work with local communities to raise awareness of the above opportunities and to identify suitable candidates. c) Work with local communities and the tourism facilities and activity operators to build capacity so as to enhance the uptake of the opportunities while also addressing the gender equity requirements. d) Facilitate the brokering of gender inclusive PPP agreements between tourism facility operators and local communities whereby all parties agree to work together to ensure the sustainability of the investment/s and the delivery of products and/or services at a level and standard required to uphold the integrity of all parties.
2.2.2 Gender Inclusive alternative livelihood opportunities facilitated, established and supported.	This aspect is particularly relevant to those communities who have or will lose access to natural resources because of the establishment of the Big Five Nature Reserve but it is also essential to ensure that all affected communities develop and sustain a positive relationship with the protected area. It is also important in the context of providing climate change adaptation strategies. The Process Framework and Livelihood Action Plan indicated in Activity a) of Output 2.1.1 should be implemented prior to any project activity leading to the restriction of access to natural resources of local communities. a) Undertake feasibility assessment of alternative livelihoods pathway options and enterprises (listed in the Livelihoods assessment report-Annex 21). This could include investigating existing alternative livelihood initiatives in other SADC countries, such as CAMACO in Zambia and develop a portfolio of opportunities with an understanding of the support required to establish and sustain them. b) Facilitate engagements with affected communities to identify alternative livelihood opportunities they would be willing to embrace and introduce additional options from (a) above, with a particular emphasis on empowering marginalised groupings. c) Develop gender responsive business plans and enter into agreements with those communities who demonstrate the required willingness and desire to embrace the opportunities. d) Leverage the support (technical and financial) required to establish the alternative livelihood opportunities for which business plans and agreements have been developed and entered into. e) Co-manage the establishment of the alternative livelihood projects together with the relevant community structures and facilitate the provision of technical and financial support as per the business plan. f) Support gender inclusive access to clean cooking and energy saving solutions to mitigate loss of access to fuel wood sources and improve conditions of living for women. g) Maintain close links with all the alternative livelihoods projects to monitor their establishment, management and benefit generation.

	h) Produce regular reports to communicate the successes and failures of all initiatives and to ensure that all lessons learned are shared across the project area and the GWP. i) Provide gender inclusive catalytic grant financing to community groups engaged in wildlife-based economy and nature positive initiatives, especially for women and youth
Component 3: Coordination and Knowledge Exchange for Transformational Impact	
Outcome 3.1: Knowledge generation, exchange and learning enable replication and the scaling up of best practices	
3.1.1 Lessons learned are documented and disseminated.	a) Develop and implement a comprehensive communication and partnership strategy and plan in line with the GEF policy on communication and visibility b) Establish and maintain a central repository for the storage of all data, reports and publications c). In collaboration with Ministry of Education and institutions of higher learning undertake applied research on human-wildlife co-existence, flow of economic benefits, and herding for health d) Extract information on achievements, success stories and lessons learned from the project M&E and regular reporting processes and capture these in appropriate report formats. e) Package selected material into written and video media for circulation among national agencies, stakeholders, and media channels, as well as international outlets including UNDP websites and newsletters, within the GWP and the GEF-8 Wildlife Conservation for Development Integrated Program.
3.1.2 Gender inclusive effective participation and contribution to knowledge exchange platforms facilitated and ensured.	a) Convene gender inclusive annual stakeholder engagement conference where project progress is shared and stakeholders engaged to reflect on progress made and lessons learned to inform fine scale implementation planning. b) Identify and participate in relevant national, regional and international platforms at which project achievements and lessons learned may be shared and published. c) Establish and maintain contact with the GWP to identify opportunities for exchange learning for the PMU, project partners and relevant stakeholders. d) Gender inclusive attendance and participation in the GWP annual conferences and other events.
Outcome 3.2: Gender inclusive technical capacity of national and/or sub-national institutions and/or partners is collaboratively developed, and strategic partnerships are established.	
3.2.1. Gender inclusive comprehensive skills development assessment completed, and strategically important capacity gaps are addressed.	a) Carry out a comprehensive gender inclusive skills and capacity gap analysis of all project partners in relation to their ability to carry out their commitments to the project, both during implementation and in the longer-term. b) Facilitate and support the required gender inclusive skills development activities necessary to build the skill shortages identified. c) Facilitate addressing of any capacity gaps identified as these relate to the procurement of movable assets.
3.2.2. Gender inclusive strategic partnerships necessary for enhanced, effective and sustainable implementation identified, nurtured and secured.	a) Working off the Stakeholder Engagement Plan and Gender Action Plan, identify the strategic partnerships necessary to ensure successful implementation of the project, particularly in the longer-term (beyond the GEF-funded phase). b) Facilitate processes necessary to secure gender responsive agreements between project partners, either bi-lateral or multi-lateral as required. c) Support the implementation of the gender responsive agreements during project implementation by ensuring that meetings are convened, and records are kept, i.e. play a secretarial role if necessary.
Outcome 4.1 Evidence based reporting informs adaptive management and effective implementation of project activities.	
Output 4.1.1 Gender responsive Participatory M&E framework developed and implemented including gender and safeguards.	a) Develop and implement long-term M&E programmes for all project interventions, including storage of all data, reports and publications in a central repository (as per 3.1.1 (b)). b Undertake Mid-Term Review and ensure implementation of all MTR recommendations is carried out to influence implementation planning for the second half of the project term. c) Undertake Terminal Evaluation d) Monitor implementation of social and environmental safeguards measures

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	**Big 5 Nature Reserve Project, Eswatini**
2. Project Number (i.e. Atlas project ID, PIMS+)	Quantum Project ID: 01001940 Quantum Award ID: 1224377 PIMS number: 9514
3. Location (Global/Region/Country)	Eswatini
4. Project stage (Design or Implementation)	Design
5. Date	6 February 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
UNDP consistently applies the Human Rights Based approach (HRBA) in all project programming. The human rights-based approach for this project is premised on the recognition that human rights and conservation of protected areas are closely interrelated and mutually reinforcing, and that there is a clear cause-and-effect relationship between poverty and land degradation (including deforestation). The project focusses on conserving wildlife landscapes and ensuring that communities are benefiting from these natural assets. This means that Conservation of protected areas against habitat fragmentation and Ecosystem degradation is only possible when project investment delivers tangible social benefits and when human rights are respected and upheld. Through the Big 5 Nature Reserve project, Eswatini intends to deal with key systemic challenges related to wildlife management i) Administration of outdated wildlife legislation requiring alignment to modern practices, ii) The need for more inclusive governance mechanisms for key wildlife areas that allow for meaningful participation of communities, private and public partners. iii) Institutional mechanisms that ensure desired long-term outcomes; iv) The need for innovative mechanisms to bring local communities, especially women into the wildlife economy and enhance human-wildlife co-existence. Eswatini has a robust legal and policy framework concerning the management, conservation and the user rights of wildlife The project will focus on integrating human rights through specific activities and measures that avoid discrimination and inequality, ensure participation and inclusion of various stakeholders as indicated in the Country's National Biodiversity Strategy and Action Plan (2016-2022), and uphold transparency and accountability. An inclusive and participatory project-wide approach that will be implemented in accordance with relevant Eswatini's policies that govern protected areas, reinforced by the project's **Stakeholder Engagement**, **Gender Action Plan,** and the **Process Framework** developed during project preparation phase. The project has developed **an Environmental and Social Management Framework**, which includes a **Process Framework.** Under the UNDP's SES Policy, a **Process Framework** is usually required when project-supported activities restrict access to natural resources in legally designated reserves and protected areas, and a **Livelihoods Action Framework** or **Action Plan** is required to manage the impacts of any economic displacement or loss of livelihoods which communities living adjacent to the BFNR will experience as a result of such restrictions. The action plan and other mitigation measures will be elaborated and implemented during project implementation. These measures include the incorporation of

Strategic Environmental and Social Assessment (**SESA)** findings into the process for review and enhancement of policy, legislation and institutional frameworks to support wildlife-based economy and curb illegal wildlife trade (IWT). Training of rangers and other law enforcement mechanisms deployed in the BFNR, as per the International Ranger Federation (IRF) and **scoped assessments and management plans** as required, will be developed for the risks identified in this SESP and incorporated into the ESMP's and/or other planning frameworks developed for the project.

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

The project has been designed to be consistent with the core principles and priorities of the UNDP approach to gender equality and empowerment and the GEF Policy on Gender Mainstreaming.

To ensure that the project design and activities fully incorporate and reflect the views of women and provide meaningful opportunities for women and girls to benefit from their involvement, a **Gender Analysis** has been undertaken during the PPG phase. Based on this, a comprehensive **Gender Action Plan** has been developed with specific activities and a linked budget to ensure gender is mainstreamed in all project components. The project contributes towards improving gender equality and women's empowerment in every planned project intervention, with benefits including i) Greater involvement of the community in development or operationalization of national policies and formulation of strategy; ii) diversified opportunities for employment in wildlife-based economy; especially for women, youth and socially marginalized groups

Specific examples of how this will be achieved are highlighted under **Component 1 & 2**,

Under component 1; **Output 1.1.3** the projects seeks to establish a gender inclusive Governance mechanism that will ensure inclusion of women, youth and the marginalized within the project area of influence in Shewula, Mbuluzi ,Mhlumeni, Groenpan, Grand Canyon and Nkhalashane; **Output 1.2.2** Restoration of degraded areas under sustainable Land Management presents an opportunity for women, youth and marginalized groups to be included in payable activities that will help improve the socio-economic standards. ; Behavioral change campaigns with tailored messages around HWC, IWT should be conducted for communities living in close proximity to the Big Five Nature Reserve. The campaigns will help empower female-headed households who for the most part is affected by HWC as they are not able to conduct night guarding to protect their crop against destruction. Enhancing capacity of the response teams (women included) will further support the communities in handling HWC as well as expose them to international best practices and code of conduct as provided for by the International Ranger Federation.
Output 2.2.3 supports gender inclusive alternative livelihoods-this output seeks to ensure WBE and alternative livelihoods are responsive to the needs and desires of men, women, youth and the marginalized groups as different groups have different perspective and use of the Natural resources. The needs of these groups should be factored in designing of the WbE and alternative livelihoods.
Preparation of a gender inclusive stakeholder engagement and communication strategy/ plan which will be implemented during the project implementation phase will highlight how various groups of stakeholders will be engaged, how often, their level of interest and influence in the project. Stakeholder engagement and management is a continuous process that will be undertaken throughout the life of the project. Stakeholder engagement and community-based training (with a special focus on women, youth and the vulnerable communities) on Wildlife based enterprises will be conducted to support livelihoods consistent with inclusive Wildlife Economy. **Output 2.1.1** aims to establish and maintain governance mechanism to manage and monitor the flow of benefits to affected communities.
The Project Results Framework (PRF) and Monitoring Plan will include gender-disaggregated targets and indicators, with a dedicated budget allocated in Component 1 and 2 to ensure that they are effectively monitored.

Briefly describe in the space below how the project mainstreams sustainability and resilience

Big Five Nature Reserve (BFNR) is designed to strengthen the environmental and social resilience of the communities in Mbuluzi, Shewula, Mhlumeni, Ndvukuyamangedla, Groenpan, Grand Canyon, Nkhalashane.

The project will facilitate the establishment of the proposed Big Five Nature Reserve (BFNR) within an area of global significance for biodiversity. Five nature reserves and portions of land from three different communities will be integrated under a single governance structure to benefit wildlife conservation. It will entail merging about 87,100 hectares of land with improved wildlife and environmental management to support the development of a vibrant wildlife economy and improved livelihoods. Output 1.1.1(e) seeks to explore the possibility of listing the BFNR as a world Heritage Site with UNESCO, this is an important step in securing the conservation status of the BFNR and in dealing with challenges such as habitat loss, which is a driver of biodiversity losses and conflict. In addition, poaching and illegal wildlife trade (IWT); Ecosystem degradation from invasive species, over grazing and bush encroachment reduces the quality of rangelands for wildlife and livestock, a number of activities will be undertaken to manage the invasive alien plants (IAPs) and bush encroachment under Output 1.2.2 which seeks to implement the sustainable Land Management Plans.

The BFNR creates an opportunity to establish large, integrated landscapes to support effective wildlife conservation and maintain ecosystem services which ensure sustainability and resilience in the activities proposed under the project. The project has been designed to ensure sustainability and the resilience of the communities through carefully planned activities and initiatives. These activities include; the restoration of degraded areas; development and implementation of security and antipoaching plans and development of monitoring framework for the management of high-zoonotic risk spill overs; development and implementation of an integrated protected area management plan.

Output 1.3.2 entails the development of wildlife damage insurance options to ensure that communities are compensated for property destruction associated with HWC. This initiative is particularly important to safeguard vulnerable communities from losses that will increase their vulnerability and push then further to extreme poverty. Proper compensation/insurance modalities should ensure inclusivity and avoid discrimination of the communities with regards to who is eligible to compensation and how compensation is administered.

Component 2; Wildlife for Prosperity presents a number of initiatives that will enhance sustainability in wildlife conservation efforts. Once the community can accrue benefits from the wildlife then conservation becomes more appealing to the communities living in close proximity to the wildlife. The economic benefits could help finance the continued implementation of the WbE measures beyond the term of GEF investment.

Despite the project objectives being to conserve wildlife landscapes and ensure that communities are benefitting from these natural assets, the boundary of the BFNR needs to be reworked as key vital installations e.g. a dam in the IYSIS cattle and game area; and the Ndvukuyamangedla farm within the proposed boundary which support farming and livelihoods of the communities within these areas and provides grazing for livestock. Innovative conservation management initiatives, alternative sites and controlled access to the vital natural resources are some of the measures to be considered if these areas remain as part of the BFNR.

Pilot income-generating opportunities under Component 1: Coexistence of people and Wildlife in connected Habitat and 2: Wildlife for Prosperity, - could help finance the continued implementation of a Wildlife Based Economy beyond the term of GEF investment.

Briefly describe in the space below how the project strengthens accountability to stakeholders

In line with UNDP principles, the project promotes all aspects of accountability to stakeholders by: (i) enabling active community engagement and participation in decision-making, particularly targeted at those at risk of being left behind; (ii) ensuring transparency through provision of timely and accessible information regarding project activities, including potential environmental and social risks, impacts and management measures; (iii) ensuring stakeholders can communicate their concerns and have access to a grievance process; and (iv) ensuring effective results monitoring—and where appropriate, participatory monitoring with stakeholders and reporting on implementation of social and environmental safeguard risk management measures.

It should be noted that a number of stakeholder issues/concerns have been recorded during this PPG phase. Some communities have raised issues over loss of access to water, firewood and grazing land once the BFNR project is implemented as the land will be fenced off and access to these resources will be/has been lost. Loss of access to resources is a huge challenge to the vulnerable communities who may not have the means to seek for alternatives elsewhere, increasing their vulnerability. Fencing in some of the areas has already taken place and communities are aggrieved as their concerns and needs are yet to be addressed.

The project's key instruments for strengthening accountability include **Grievance Mechanism**, **Gender Action Plan** and **Stakeholder Engagement Plan**. Further, the project will work through established procedures provided for in Eswatini law that require accountability to stakeholders.

Participation and inclusion: The project's Stakeholder Engagement Plan identifies appropriate ways of involving stakeholders 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.

Grievance Management: The project will work through existing, governance structures and mechanisms; that have legitimacy and credibility among the communities and well-established operational procedures; for addressing conflicts and concerns that are familiar to local communities. The project's Grievance Mechanism will be aligned with existing grievance processes provided for in the project area.

Monitoring: Effective monitoring of the project's accountability measures will be ensured. **Component 4** of the project will ensure that the delivery of project results (and associated use of funds) will be monitored (in line with the project's Monitoring Framework), with results reported to stakeholders and other activities under the project's Stakeholder Engagement Plan for sharing lessons learnt and knowledge developed.

Transparency: The safeguards screening report (SESP) and Environmental and Social Management Framework (ESMF) will be posted for public disclosure, in line with UNDP's SES Policy. Further safeguards risk screening, assessments and resulting management plans, as described in this SESP, will also be publicly disclosed, in line with UNDP policy and commensurate with the identified risks. The project's environmental and social risk management measures will be prepared during the inception phase of project implementation, based on the framework and informed by SESA and scoped ESIAs, and will be commensurate to the risks envisaged. No project activities will begin until this plan has been drafted, disclosed (in line with UNDP's policy), and approved by the Project Steering Committee, and management measures are in place.

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 **(Cause)** Upstream activities associated with Output 1.1.1 and 1.1.2, which aim to undertake review and enhance policy legislation and institutional frameworks to support wildlife-based economy and curb Illegal Wildlife Trade (IWT) may be developed in ways, that **(Event)** duty bearers are not able to fulfil their duties and/ rights holders unable to claim their rights, leading to: **(Impacts)** (a) inadequate participation of all stakeholders; (b) inequitable empowerment of all rightsholders to claim benefits accruing from the agreements/plans; and/or (c) downstream impacts as a result of their implementation, for which there are inadequate mitigation measures. d) groups of individuals/community may miss out on project benefits **Principles 1**: P.2 and P.3	I-3 L-2	Moderate		The outputs will all be assessed through a **Strategic Environmental and Social Assessment (SESA)** approach. This approach will be applied to Outputs 1.1.1 and 1.1.2; with specific recommendations as needed. Detailed description of the specific management plans/measures can be found in the ESMF. The report emerging from this SESA approach will include an **action matrix** of recommendations, including measures to address institutional gaps to attend to social and environmental priorities. The risk will also be addressed through an inclusive **Stakeholder Engagement Plan** and **Gender Action Plan,** including the implementation of a project-level **Grievance Redress Mechanism,** and regular monitoring and adaptive management by the project's Implementing Agencies.

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 2 **(Cause)** Project activities in Outputs 1.2.2 (Degraded areas under Sustainable land Management); 1.3.3 (Enhanced capacity of response teams and local communities to manage HWC) may be implemented **(Event)** without adequate stakeholder consultation resulting in the exclusion of marginalized groups and excluded individuals (including persons with disabilities) from fully participating in decisions that may affect them,; **(Impacts)** This may lead to exacerbation of underlying differences or inequalities among the communities or may lead to new differences arising, related to which communities benefit from the project activities; . **Principles** P.13 and P14.	I = 4 L = 3	Substantial	The nature and location of actual project activities that will be supported by the project are yet to identified. This risk is likely to occur for those activities that will be implemented at selected sites inhabited by the communities adjacent to the BFNR.	During the PPG phase, the development of the **Stakeholder Engagement Plan** and **Gender Action Plan** was informed by field visits and consultations with all relevant governance structures in all the BFNR surrounding communities. The design of project activities has been shaped by the findings of the stakeholder, gender analysis and action plan to avoid/minimize this risk. During implementation, stakeholder identification and prioritization in the BFNR surrounding communities will be refined further, and the opportunities and constraints for engaging with different stakeholder groups will be assessed. Consultation arrangements throughout the project will be structured specifically to include the poor and other vulnerable groups. Stakeholder consultations will also be central to the scoped ESIAs which will, in all aspects, pay particular attention to the needs of the vulnerable and marginalized groups. The **Grievance Redress Mechanism** will be developed in consultation with communities, building on any existing mechanisms which may already be in place.
Risk 3 **(Cause)** The creation/expansion of the BFNR under output 1.1.1 may result **(Event)** in the loss of access to resources due to restriction as well as changes to land tenure arrangements and /or customary rights to land/resources leading to economic displacement, **(Impacts)** impacting on their livelihoods, access to land or resources, and traditional practices, overstocking and affecting the carrying capacity of the remaining rangeland, as well as the condition of the livestock due to limited forage availability **Standard 5:** 5.2, 5.4 .	L = 5 I=4	**High**	Communities that rely on the land for grazing livestock, collecting medicinal plants, or gathering other natural resources will face restrictions once the area is designated and fenced off as a protected area. This could lead to a loss of access to areas where natural resources have been harvested and livestock grazed, as well as places where traditional practices were accommodated. There is a limited capacity of affected communities to engage fully in participatory processes. The most affected communities are in the Luhwahhweni areas, which are already fenced off, exposing the community to extreme water scarcity	Preliminary consultations were carried out during the PPG. The expansion of the BFNR will encroach into land and resources currently used by the communities. A **Process Framework** has been developed to ensure that communities will be appropriately engaged in the identification and assessment of impacts and the development of mitigation measures (especially for activities which are yet to be fully identified, or for which exact sites are yet to be selected, e.g. sites for the construction of lodges and other tourism facilities. Livelihood activities proposed by the community may need to be assessed and further refined at the start of project implementation. A **Livelihood Action Plan** will be implemented to fairly and adequately compensate for economic displacement. Site-specific social and cultural impacts from on-ground activities (relevant to each BFNR adjacent community and those within the BFNR e.g. introduction of dangerous game that hold the risk of zoonotic diseases) will be identified and assessed as part of

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
			as some of the perennial water sources are now inaccessible. -The project should provide alternative sources of water to the affected communities. Additional interventions are provided in the process framework.	**scoped impact assessments** carried out for each project site in the BFNR. -Zone the BFNR and develop programs that allow communities to sustainably access certain resources within the reserve. For example, controlled grazing areas or community-managed zones could be established to ensure that traditional practices can continue in a way that aligns with conservation goals.
Risk 4: **(Cause)** Project activities, especially those planned under Outputs 2.1.1, 2.1.2, 2.1.3,2.1.4, 2.2.1, 2.2.2 and 2.2.3 **(Event)** might not fully incorporate or adequately reflect the views or needs of women and girls and ensure equitable opportunities for their involvement, empowerment and benefit, due to the limited capacity of the affected groups to engage fully in participatory processes related to project activities. **(Impacts)** This may result in exacerbating power imbalances between men and women by empowering the men and further marginalizing women, girls, female-headed households, the elderly, and the very poor. **Principle: Gender Equality and Women's Empowerment**: P8 and P11	I = 3 L = 3	Moderate	-Despite Eswatini's attempts to improve the situation of women, their participation in decision making and economic activities remains quite limited, and feminization of poverty is a persistent challenge – this is a particular challenge in communities that observe strong patriarchal traditions regarding the roles of women. Without specific measures in place to ensure women's empowerment and equality, the project might perpetuate such gender-based inequalities.	During the PPG, this risk was assessed as part of the **Gender Analysis**. The **Gender Action Plan** includes actions to promote the role of women and girls in the project activities and identify the overall Gender-disaggregated indicators and Monitoring Plan. The **Stakeholder Engagement Plan (SEP)** will be structured to ensure that women's needs are addressed in all community meetings and platforms involving project activities. Customized **project-level Grievance Redress Mechanism** (GRM) will also be designed to be accessible to girls and women. The project will develop **Codes of conduct** and implement training on protocols/measures to respond to and prevent gender-based violence and sexual exploitation, abuse, or harassment.
Risk 5: **(Cause)** Contractors' hired by the project to implement activities under Output 2.1.4 and 2.2.2 **(Event)** might not adhere to the prescribed international OHS or labour standards thus exposing the project workers to risks of occupational Health and Safety due to physical hazards, **(Impacts)** this may lead to Injury of project workers due to accidents that may occur during construction	I = 3 L = 3	Moderate		Labor and occupational health and safety issues will be assessed as part of the full **ESIAs** prepared for activities under the BFNR. Incident reporting, response, and implementation of safety protocols are some of the management measures that can be included. All construction works must include mitigation measures to ensure that construction activities are conducted in full compliance with national and local regulations governing Occupational Health and Safety (OHS) and the UNDP Standard 7. The contractors should comply with UNDP SES requirements. Introductory job-focused safety training for workers will be held before starting work and will be properly registered in the

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
Standard 7; 7.6				instructions book. Reporting incidents/accidents should be done promptly, and a root cause analysis should be undertaken. An **Emergency Response Plan** should be prepared and regularly updated, including clear procedures for evacuations, medical emergencies, and dealing with wildlife incidents.
Risk 6 **(Event)** Influx of project workers in the BFNR adjacent community/villages **(Cause)** due to construction of the eco-lodges and other tourism facilities under output 2.1.4 and 2.2.2 may result in **(Impacts)** i) changes in community and household power dynamics increasing exposure to unsafe public places and/or transport ii) Increased pollution (soil, ground water and air);iii) Increased pressure on natural resources; (iv) adverse impacts on ecosystems and ecosystem services relevant to communities' health; and (v) increased incidence of communicable and non-communicable diseases **Standard 3**; 3.1, 3.2, 3.4, 3.7	L=4 I=4	Substantial		The ESIA will assess potential impacts associated with the influx of workers. The project will reduce the labour influx by hiring from the local workforce pool and preparing a **Labour Management Plan.** Workers will also access the project Grievance Redress Mechanism. To address GBV/SEA/SH, a **Code of Conduct** and protocols/measures to respond to and prevent gender-based violence and sexual exploitation, abuse, or harassment will be prepared and signed by all project workers with access to the project sites.
Risk 7 **(Cause)** Project activities under Output 1.2.4 **(Event)** may expose the community to abuse due to excessive use of force by the security personnel, deployed to protect facilities and property or to support project activities, this may result in **(Impacts)** increased cases of GBV/SEA/SH and attacks on rangers/HWC responders leading to escalated conflict between park management and the community affecting the conservation efforts. **Standard 3**; 3.8	L=4 I=4	Substantial	- Security personnel/ park rangers responding to HWC cases may encounter retaliation attacks from the community due to unmet expectations from the project	The project will develop and enforce clear protocols for security personnel when interacting with communities. These include guidelines on the use of force, engagement with the public and conflict resolution. The project will implement systems for monitoring the actions of security personnel and holding them accountable for misconduct. This could involve community oversight or third-party reviews to ensure transparency and fairness. The project should conduct training of security personnel in conflict management and human rights. Details of the proposed Mitigation measures to be included in the site-specific ESMPs).

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 8: **(Cause)** The establishment of the BFNR and development of park/tourist infrastructure under Output 2.1.4 may result **(Event)** in the damage of ecologically sensitive biodiversity within/adjacent to the BFNR; due to increased number of tourist facilities in the BFNR and subsequent overcrowding leading to habitat degradation as tourism numbers exceed the carrying capacity of the BFNR. (Impacts) This will lead to i) disruption of animal behaviour and an increase in HWC, especially as this relates to animal habituations and dependency on humans for food. ii) Increased pressure on the remaining grazing area due to loss of access to communal grazing land. **Standard 1**; 1.2 and 1.3	L = 3 I = 3	Moderate	-Damaging of ecologically sensitive biodiversity within/adjacent to the BFNR; impacts on sensitive habitats and threatened/endangered species due to the development of park infrastructure and tourism developments	This risk will be fully assessed as part of the **ESIA**. The **Integrated Protected Area Management Plan (Output 1.2.1)** includes measures to avoid impacts on ecologically sensitive biodiversity. The **Integrated Protected Area Management** plan will be implemented according to the best practice guidelines referred to in the log frame, including a zonation plan. Management measures will be built into the design and operational plans of project activities. Biodiversity mitigation measures will be incorporated into the **Biodiversity Management Plan**. The construction of tourism infrastructure/services will require an ESIA.
Risk 9 **(Cause)** Project activities under output 2.2.3 may lead to **(Event)** commercialization of culture as a result of unsustainable utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes; **(Impacts)** resulting in rapid cultural change of Swazi traditions and adverse impacts on sites, structures or objects with historical, cultural or traditional values or intangible forms of culture (knowledge, innovations or practices) **Standard 4**; 4.3 and 4.5	I = 4 L = 3	**Substantial**	The Eswatini National Trust Commission Act No.9 / 1972 is the cultural heritage and archeology framework in the country that needs to be complied with for the safeguarding of cultural heritage in the country. The Eswatini National Trust Commission (ENTC) has the mandate to oversee the protection of cultural heritage resources in Eswatini.	A preliminary Cultural Heritage Assessment has been undertaken during the PPG phase. The cumulative impacts of developing tourism infrastructure, impacts on local and traditional livelihoods, and effective participation of marginalized groups in the development of the BFNR were assessed. This review incorporates lessons learned from existing tourism activities in and around Eswatini. During implementation, a **Cultural Heritage Impact Assessment (CHIA)** and **Cultural Heritage Management Plan** will be prepared and integrated into the **Environmental and Social Management Plan (ESMP).** Principles and procedures of the CHIA/CHMP are included in the **ESMF.**
Risk 10: **(Cause)** Project activities under Output 2.1.4 may lead to **(Event)** increased cases of pollution, leading to (Impacts) environmental	L=3 I=2	Moderate	-The development of modern infrastructure, tourism, and other livelihoods activities within and adjacent to the Big Five Nature	-**Pollution Risk Assessment**: Conduct a detailed Environmental and Social Impact Assessment **(ESIA)** that includes a specific focus on potential sources of pollution (air, water, soil, noise)

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
degradation and pollution of the underground aquifers due to discharge of untreated waste to the environment. **Standard 8**; 8.2			Reserve (BFNR) can lead to pollution, which in turn can degrade the ecosystems within the reserve. -The principle of reduce, reuse and recycle will be strictly implemented in all aspects of project implementation. -Solid and liquid waste generated from tourism infrastructure/Lodges within BFNR need to be properly managed.	associated with infrastructure development, tourism and livelihoods activities.; - **Carrying Capacity Study**: Assess the carrying capacity of the BFNR to determine the maximum number of visitors and level of infrastructure development that the ecosystem can support without significant degradation. - Develop and implement an **integrated solid and liquid waste management plan** that includes waste reduction, reuse and recycling, composting and proper disposal of non-recyclable waste to prevent pollution. -Emission Controls: Implement emission controls on vehicles and machinery used within the BFNR to reduce air pollution. - **Zoning for Tourism**: Zone areas within the park for different types of tourism activities, with strict controls on the number and type of developments allowed in sensitive ecosystems. Mitigation measures will be provided, where these impacts cannot be avoided or where residual impacts remain. Measures will be detailed in the **Contractors Environmental and Social Management Plan (C-ESMP)/ESMP** prepared during project Implementation
Risk 11: **(Cause)** Project activities (Output 2.2.1, 2.2.2 and 2.2.3) may lead to **(Event)** the inaccessibility of project benefits to vulnerable and marginalised groups (VMG's) and individuals due to various socio-economic challenges. This will result in **(Impacts)** i) further exacerbation and marginalization of the vulnerable members of the community who may have no means to invest in such activities despite having interest and ability to excel if given the opportunity to ii) Inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities (iii) Skewed flow of benefits to communities. Principle 1; P.5 and P.6	I=3 L=3	Moderate	-Failure in project planning and implementation; Lack of skills, low levels of awareness and poverty levels among the BFNR adjacent communities are some of the factors that may hinder VMG's from accessing the benefits of the project	**Gender Analysis and stakeholder consultations with vulnerable groups** (women, girls and youth) will help identify barriers to participation that may hinder the communities from accessing the benefits of the livelihood opportunities proposed/implemented by the BFNR project -The **Gender Action Plan** and **Stakeholder Management Plan** prepared for the project will highlight various socio-economic activities that can be undertaken by women, men, girls and boys that will enhance the livelihoods of the communities and ensure that these groups benefit from the project interventions - UNDP's SES policy should be applied when handling the Vulnerable Groups to ensure that benefits reach these groups in a culturally appropriate way, taking into account their rights and ownership over the land where the project is undertaken. See (Risk 2 and 3 above) for additional Management Measures -Project interventions have been designed for communities living in close proximity to the BFNR whose vulnerability can be

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
				exacerbated. i.e. Increased HWC leading to loss of crops/property/life.
Risk 12 (Contextual risk): **(Cause)** Prolonged drought and/or increased precipitation may lead to **(Event)** increased vulnerability towards project outputs (1.2.2) and outcomes sensitive or vulnerable to potential impacts of climate change. This may lead to **(Impacts)** i) further degradation of the ecosystem as efforts to restore the degraded areas may not be fruitful ii) Loss of both game and livestock due to loss of grazing land for livestock/increased cases of zoonotic disease **Standard 2; 2.2**	L = 3 I = 3	**Moderate**	- Climate change poses significant challenges to ecosystem restoration efforts on degraded land, but with proactive management strategies, these challenges can be addressed. -Climate change may hinder restoration activities envisioned under the Component 1; of the project.	The project will undertake a **Climate Change Vulnerability Assessment** using downscaled climate models to predict changes in temperature, precipitation, and extreme events for the area. The project will also implement **Adaptive Restoration Approaches**: Implement flexible restoration approaches that can be adjusted over time based on monitoring results. It will also establish long-term monitoring programs to track changes in ecosystem health, climate conditions and species dynamics as well as early warning systems. The effects of climate change on the restoration of degraded habitat will be assessed, and mitigation measures will be included in the **ESIAs/ESMP** for on-the-ground interventions as well as in the **Integrated Protected Area Management Plan.**

QUESTION 4: What is the overall project risk categorization?		
Low Risk	☐	
Moderate Risk	☐	
Substantial Risk	☐	
High Risk	✓	The project carries an overall high-risk rating since it includes one risk rated as high (out of a total of 12 risks). In addition to this risk screening, the following will be prepared during PPG: - **Environmental and Social Management Framework** (ESMF) including **a Process Framework** and **a Cultural Heritage Assessment** - **Stakeholder Engagement Plan.** - **Gender Analysis and Action Plan** - **A SESA'** will be applied to inform the supportive policy and institutional frameworks required/to be used in the BFNR during implementation - Simple and Fit-for Purpose environmental and social impact assessments **ESIAs** and **ESMPs** for the activities

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
			to be undertaken within BFNR/around BFNR adjacent communities To **manage** the identified risks during implementation, a set of plans will be developed, including: • The mitigation measures identified during the SESA and the scoped ESIAs will be incorporated into the ESMPs or other planning instruments developed by the project as appropriate. Such as the **Integrated Protected Area Management Plan** • A **Process Framework (including a Livelihoods Assessment)**, to guide consultations around access to and use of resources to support local livelihoods, with risk management measures incorporated in the project activities. Where applicable, this assessment will be part of the scoped ESIA/ESMPs • **Project Grievance Redress Mechanism** (GRM), operationalized.

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")	✓			***Status? (Completed, planned)***
if yes, indicate overall type and status		✓	Targeted assessment(s)	Planned: as detailed in the ESMF
		✓	Full ESIA (Environmental and Social Impact Assessment)	Planned, as detailed in the ESMF
		✓	SESA (Strategic Environmental and Social Assessment)	Planned, as detailed in the ESMF
Are management plans required? (check if "yes)	✓			
If yes, indicate overall type		✓	Targeted management plans (e.g. Gender Action Plan, Integrated Protected Area Management Plan, Emergency Response Plan, Labour	Planned: as described above, if required Completed –

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		
				Management Plan, Waste Management Plan (solid and liquid); Cultural Heritage Management Plan, Livelihood Action Plan.	Gender Action Plan, Project Stakeholder Engagement Plan, Cultural Heritage Impact Assessment

			✓	ESMP (Environmental and Social Management Plan which may include range of targeted plans); C-ESMP	Planned, as described above
			✓	ESMF (Environmental and Social Management Framework)	Prepared during the PPG
	Based on identified <u>risks</u>, which Principles/Project- level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	✓			
	Gender Equality and Women's Empowerment	✓			
	Accountability	✓			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	✓			
	2. Climate Change and Disaster Risks	✓			
	3. Community Health, Safety and Security	✓			
	4. Cultural Heritage	✓			
	5. Displacement and Resettlement	✓			
	6. Indigenous Peoples				
	7. Labour and Working Conditions	✓			
	8. Pollution Prevention and Resource Efficiency	✓			

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor	26/01/26	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	26/01/26	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	26/01/26	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

ANNEX 6: UNDP RISK REGISTER

Project Title: Establishment of Eswatini Big5 Nature Reserve	Project Number: 9514	Date: 24-Oct-24

#	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	There is a risk that existing legal, policy and institutional fragmentation will persist.	As a result of a lack of will to collaborate and to work in partnership, and/or to relinquish or share responsibilities.	Which will impact on the project's ability to create the legal, policy and institutional enabling environment necessary for the establishment of the BFNR.	**4. ORGANIZATIONAL (4.1. Governance) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 09-Feb-25 To: 08-Feb-30	Implementing Partner	Risk Treatment 1.1: Obtain external objective assessment of the required enabling legal, policy and institutional environment. Risk Treatment Owner: Implementing Partner
								Risk Treatment 1.2: Facilitate dialogue with all relevant PCA management entities to unpack assessment findings and recommendations and secure buy-in. Risk Treatment Owner: Implementing Partner
								Risk Treatment 1.3: Facilitate the high-level political process/es necessary to have the recommendations implemented. Risk Treatment Owner: Implementing Partner
2	There is a risk that affected communities will not support the establishment of the BFNR.	As a result of competition for land and access to resources, especially rangelands for livestock grazing and the resultant loss of livelihood opportunities.	Which will impact on the project's ability to generate positive relationships with affected communities with knock-on impacts of resistance to new livelihood opportunities, persistence of poaching and poor human wildlife coexistence.	**5. REPUTATIONAL (5.5. Stakeholder management) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **HIGH RISK (equates to a risk appetite of SEEK)**	From: 01-Sep-25 To: 08-Feb-30	Implementing Partner, all Project Partners and PMU	Risk Treatment 2.1: Ensure implementation of the Stakeholder Engagement Plan Risk Treatment Owner: Implementing Partner, all Project Partners and PMU
								Risk Treatment 2.2: Ensure implementation of the recommendations in the Livelihoods Pathways Report (annex 21) Risk Treatment Owner: Implementing Partner, all Project Partners and PMU

#	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
								Risk Treatment 2.3: Ensure the establishment of benefit sharing agreements with affected communities and the realisation of tangible and meaningful benefits. Risk Treatment Owner: Implementing Partner, all Project Partners and PMU
3	There is a risk of an increase in the incidence of HWC.	As a result of the introduction of dangerous game into the NFNR.	Which will impact in the persistence of poor relations between the PCAs and the BFNR and their affected communities.	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **5 - Extreme** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 03-Jan-28 To: 08-Feb-30	PCA and BFNR management.	Risk Treatment 3.1: Ensure PCA and BFNR management have the capacity to rapidly respond to and address all HWC incidents. Risk Treatment Owner: PMU and PCA and BFNR management
								Risk Treatment 3.2: Empower affected communities to co-exist with wildlife. Risk Treatment Owner: PMU and PCA and BFNR management
								Risk Treatment 3.3: Ensure perimeter fencing is maintained in a condition that will prevent dangerous game from moving into adjacent communal areas. Risk Treatment Owner: PCA and BFNR management
								Risk Treatment 3.4: Ensure that the populations of dangerous game are kept to the ecological carrying capacity and that their habitat remains in good condition to avoid stress. Risk Treatment Owner: PCA and BFNR management

#	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
4	There is a risk that there will be zoonotic spill-over from the PCAs/BFNR to the livestock of neighbouring communities.	As a result of the reintroduction of buffalo into the PCAs/BFNR.	Which will impact on the viability of their livelihoods through the loss of access to export markets for beef.	**1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **5 - Extreme** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jan-27 To: 08-Feb-30	PCA and BFNR management	Risk Treatment 4.1: Ensure only disease-free buffalo are reintroduced. Risk Treatment Owner: PCA and BFNR management
5	There is a risk that PCAs and the BFNR will not be managed effectively	As a result of insufficient budget support and poor skills and capacity levels.	Which will impact in PCA and BFNR management being able to implement their PAMP/s effectively.	**1. SOCIAL AND ENVIRONMENTAL (1.4. Biodiversity conservation and sustainable natural resource management) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 09-Feb-25 To: 08-Feb-30	Implementing Partner	Risk Treatment 5.1: Produce costed PAMPs according to global best practice. Risk Treatment Owner: Implementing Partner
								Risk Treatment 5.2: Ensure budget requirements are fully met on a sustainable basis. Risk Treatment Owner: Implementing Partner
								Risk Treatment 5.3: Ensure PCA/BFNR staffing compliments are filled with appropriately skilled and equipped personnel. Risk Treatment Owner: Implementing Partner and PCA/BFNR management.
6	There is a risk that implementation lags behind and is unsatisfactory.	As a result of IP and PPs lacking capacity for successful implementation .	Which will impact on a lost opportunity for the country to stand out as an example of where biodiversity conservation may be seen as a legitimate land use offering tangible benefits to stakeholders at all levels.	**5. REPUTATIONAL (5.2. Engagement with private sector partnership) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 26-Feb-25 To: 08-Feb-30	Implementing Partner, all Project Partners and PMU	Risk Treatment 6.1: Assess implementation capacity of IP and PPs Risk Treatment Owner: PMU
								Risk Treatment 6.2: Compile and implement a capacity development plan in collaboration with the IP and PPs. Risk Treatment Owner: PMU

#	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
7	There is a risk that SLM projects are unable to show a positive restoration trajectory.	As a result of below average annual rainfall (drought) occurring during the project lifespan	Which will impact on the ability of the project to clearly demonstrate the effectiveness of SLM practices and to have these embraced by the land managers/users.	**1. SOCIAL AND ENVIRONMENTAL (1.4. Biodiversity conservation and sustainable natural resource management) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jan-27 To: 08-Feb-30	PMU and PPs	Risk Treatment 7.1: Set restoration targets relative to long-term weather forecasts Risk Treatment Owner: PMU and PPs Risk Treatment 7.2: Ensure on-going extension work with land managers/users to understand the restoration needs, activities and targets based on climate change projections. Risk Treatment Owner: PMU and PPs Risk Treatment 7.3: Ensure on-going M&E of all restoration activities and frequent reporting to all stakeholders. Risk Treatment Owner: PMU

ANNEX 7: OVERVIEW OF TECHNICAL CONSULTANCIES/SUBCONTRACTS

Consultant	Time Input	Tasks, Inputs and Outputs
For Project Management		
Project Manager (PM) To be appointed by the MTEA at a E4 grade	60 months over 5 years	The Project Manager (PM) will have overall responsibility for the management of the project, including the mobilization of all project inputs; supervision over project staff, consultants, and sub-contractors; liaison with all government agencies, UNDP, NGO and CSO partners, and other donor agencies providing co-financing; and all standard project management and coordination functions. The PM will also be directly responsible for overall technical backstopping and ensuring of technical quality of technical outputs under all project Components. The PM will report to the National Project Director within the Implementing Partner, and in will report on a periodic basis to the Project Board, as required. <u>Duties and Responsibilities</u> 1. Manage the overall implementation of the project. 2. Plan the activities of the project and monitor progress against the approved workplan. 3. 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. 4. Monitor events as determined in the project monitoring plan, and update the plan as required. 5. Provide support for completion of assessments required by UNDP, spot checks and audits. 6. Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports. 7. Monitor progress, watch for plan deviations and make course corrections when needed within Project Board-agreed tolerances to achieve results. 8. Ensure that changes are controlled and problems addressed. 9. Perform regular progress reporting to the project board as agreed with the Project Board, including measures to address challenges and opportunities. 10. Prepare and submit financial reports to UNDP on a quarterly basis. 11. Manage and monitor the project risks – including social and environmental risks - initially identified and submit 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; 12. Capture lessons learned during project implementation. 13. Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required. 14. Prepare the inception report no later than one month after the inception workshop. 15. 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. 16. Prepare the GEF PIR; 17. Assess major and minor amendments to the project within the parameters set by UNDP-GEF; 18. Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans; 19. Monitor and track progress against the GEF Core indicators. 20. Support the Mid-term review and Terminal Evaluation processes.

Consultant	Time Input	Tasks, Inputs and Outputs
		21. Carry out technical tasks as necessary
Knowledge Management and Communication Assistant To be appointed by the MTEA at a B5 grade	60 months over 5 years	A Knowledge Management and Communication Assistant supports the development and implementation of strategies to manage and disseminate knowledge within the project. Under the guidance and supervision of the Project Manager, the Project Assistant will carry out the following tasks: **Duties and responsibilities** o Assist in developing and maintaining knowledge management systems. o Facilitate the capture, storage, and sharing of organizational project knowledge. o Support the creation of best practices and lessons learned documentation. o Help design and implement communication strategies to enhance internal and external engagement. o Create and manage content for various platforms, including websites, social media, reports, and newsletters. o Assist in organizing events, workshops, and webinars to disseminate information. o Work with different partners to ensure effective knowledge sharing. o Engage with stakeholders, including partners, donors, and the public, to promote the organization's mission and activities. o Track and report on the effectiveness of knowledge management and communication initiatives. o Use feedback to improve strategies and tools continuously.
Social and Environmental Officer. To be appointed by the MTEA at a C5 grade	*60 months over 5 years*	The Social and Environmental Officer will be responsible to: 1. Ensure project compliance with all risk mitigations identified in the SESP and ESMF and Process Framework; 2. Oversee compliance monitoring of all development projects emanating from this project and that require environmental authorisation and are subject to application of an EMPr. 3. Ensure compliance with the Cultural Heritage Management Plan. 4. Contribute to annual planning based on results of sage guards monitoring and ensure an adaptive management approach is integrated into annual planning. Provide annual revisions of the Risk Register and ensure revised mitigation measures are integrated into project interventions and annual planning and reporting.
Community Development Officer To be appointed by the MTEA at a C5 grade.	60 months over 5 years	Under the guidance and supervision of the Project Manager, the Stakeholder Engagement Specialist will carry out the following primary tasks: 1. Facilitate all stakeholder engagements required for implementation of all project activities, following the guidance of the Stakeholder Engagement and Gender Action Plans. 2. Ensure that the Implementing Partner and all Project Partners are all conversant with the requirements of the Stakeholder Engagement and Gender Action Plans and monitor compliance. 3. Establish and maintain linkages with all stakeholder groups and ensure regular engagement to provide feedback on progress with project implementation and to provide stakeholders with a platform to engage with the project. 4. Assisting in gathering data from stakeholders is necessary to track the Outcome Indicators in the Project Results Framework and contribute to the compilation of quarterly and annual progress reports as well as to annual activity planning and budgeting.

Consultant	Time Input	Tasks, Inputs and Outputs
		5. Contribute to the capturing of lessons learned during project implementation. 6. Ensure that stakeholders are aware of the Grievance Redress Mechanism (GRM) and provide assistance where stakeholders need to make use of the mechanism. 7. Provide support for the MTR and TE processes.
Finance and Administration Manager Contract type: SC Rate/cost: US$2,500 pm **Total: US$150,000** See Budget Note 45	60 months over 5 years	With guidance from the National Project Director, and under direct supervision of the Project Manager, the Financial Manager will carry out the following financial management and accounting tasks: 1. Keep records of project funds and expenditures and ensure all project-related financial documentation is well maintained and readily available when required by the Project Manager. 2. Review all project expenditures and ensure that use of funds complies with GEF Recommended Minimum Fiduciary Standards governing use of GEF Resources, the approved TBWP in the ProDoc, and relevant Government financial rules and procedures. 3. Support the development of annual budgets and work-plans, and other operational and financial planning processes. 4. Review annual budgets and project expenditure reports and notify the Project Manager if there are any discrepancies or issues. 5. Manage all payment requests against project budgets and work plans, and follow-up on timely disbursements by UNDP CO. 6. Contribute to the preparation and implementation of progress and financial reports. 7. Maintain data on co-financing commitments to the project using the required templates and ensure that all relevant financial data is supplied for the MTR and TE. 8. Provide necessary financial information as and when required for project management decisions. 9. Provide all necessary financial information for and coordinate the annual financial audit of the project. 10. Processes and manage payments to all service providers.
International / Regional and global contracting		
International Mid-Term Evaluation Specialist Contract type: IC Rate/cost: Lumps **Total: US$ 25,000** *See Budget Note 42*	*10 weeks over 3 months in Year 3.*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* 1. Leading the mid-term evaluation. 2. Working with the national mid-term evaluation consultant in order to assess the project progress, achievement of results and impacts. 3. Developing the draft mid-term evaluation report and discussing it with the project team, government, UNDP and the WB GWP team. 4. As necessary, participating in discussions to extract lessons for UNDP, WB GWP and GEF.
International Terminal Evaluation Specialist Contract type: IC Rate/cost: Lumpsum **Total: US$30,000** *See Budget Note 42*	*12 weeks over 3 months in Year 5.*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* 1. Leading the Terminal Evaluation. 2. Working with the local Terminal Evaluation consultant in order to assess the project progress, achievement of results and impacts. 3. Developing the draft Terminal Evaluation report and discussing it with the project team, government, UNDP and the WB GWP team. 4. As necessary, participating in discussions to extract lessons for UNDP, WB GWP and GEF.

Consultant	Time Input	Tasks, Inputs and Outputs
International Protected Area Management Planning and Management Effectiveness Specialist Contract type: IC Rate/cost: $2,250 per week **Total: US$81,000** *See Budget Note 12*	*8 weeks per year in Year 1, 2, 3 and 4; and then 4 weeks in year 5.*	Contractual appointment on a retainer contract of a specialist Protected Area Management Planner and Management Effectiveness Assessment Facilitator (one person with skills in both requirements) to ensure delivery of Output 1.2.1. Note that based on the targets set in the Results Framework, the BFNR will have been established by the 3rd year of implementation. 1. Facilitate the annual implementation of METT assessments of the core protected areas designated to make up the consolidated BFNR during the first half of the five-year implementation period. 2. Compile METT reports with recommendations for adaptations to existing PAMPs. 3. Facilitate the development of the integrated PAMP for the BFNR as soon as possible after its consolidation/establishment based on the steps provided in the Activity-based Log Frame under Output 1.2.1 as provided in Annex 4 of this ProDoc. The PAMP will need to be completed no later than the middle of year 4. 4. Facilitate a METT assessment for the BFNR in the last year of implementation. 5. Compile a close-out report capturing all the METT processes as well as the lessons learned in these and the PAMP process for the BFNR.
International K9 Anti-poaching specialist. Contract type: IC Rate/cost: $2,750 per week **Total: US$44,000** *See Budget Note 4*	*4 weeks per year in Year 2, 3, 4 and 5*	Short term contract for 4 weeks a year at US$2,750/week to: 1. facilitate the development of an anti-poaching and security plan; 2. assess capacity needs and facilitate the filling of capacity gaps through guiding procurement of equipment and delivering training to develop skills; 3. plan for and oversee the development of facilities to house an anti-poaching K9 unit; 4. plan for and oversee the procurement of trained tracking, detection and biting dogs as per the anti-poaching and security plan; 5. deliver training of security personnel in all aspects required to ensure efficient and effective iplementation of the security plan; and 6. oversee the wellfare of the K9 unit dogs and ensure that handlers are well equipped to look after and deploy the dogs.
Safeguard Specialist Contract type: IC Specialist Rate/cost: $2,750 per week Total: $44,000Total Seet budget note 4	*8 weeks on year 1 & 4 weeks in Year 2, & 4*	The Safeguards Specialist will be responsible to: 5. Develop and compile safeguards instruments as per the ESMF and process framework 6. Ensure project compliance with all risk mitigations identified in the SESP and ESMF and Process Framework. 7. Oversee compliance monitoring of all development projects emanating from this project and that require environmental authorisation and are subject to application of an EMPr. 8. Ensure compliance with the Cultural Heritage Management Plan. 9. Contribute to annual planning based on results of sage guards monitoring and ensure an adaptive management approach is integrated into annual planning. Provide annual revisions of the Risk Register and ensure revised mitigation measures are integrated into project interventions and annual planning and reporting.
International HWC Insurance specialist. Contract type: IC Rate/cost: $2,750 per week **Total: US$11,000**	*4 weeks in year 2.*	1. Short-term contract for 4 weeks in year two to assist with the development and establishment of a HWC insurance policy in support of the BFNR and its neighbouring communities. The specialist will assist the PMU to: 2. engage with relevant stakeholders and draft a policy that fits within the legal and policy framework of the BFNR; 3. work with neighbouring communities to test the acceptability and practicality of the policy; and

Consultant	Time Input	Tasks, Inputs and Outputs
See Budget Note 13		finalise recommendations for the establishment of a HWC insurance policy and a trust fund to support its implementation.
International Consultant - Ecosystem Service Review Specialist. Contract type: IC Rate/cost: $2,750 per week **Total: US$30,250** *See Budget Note 19*	*6 weeks in* year 1, 3 weeks in year 2 and 2 weeks in year 3	Appointment of an international consultant on a short-term contract to facilitate an ecosystem service review of the BFNR area at US$2,750 per week. The consultant will: 1. train all relevant stakeholders, especially PA management personnel, in the science of ecosystem service review. 2. facilitate workshops with PCA management, support staff and neighbouring communities to carry out ecosystem service reviews of all land parcels that are to make up the consolidated BFNR. 3. produce concise and clear reports detailing and illustrating all ecosystem services produced and delivered from the land parcels, the capacity of the land parcels to produce and deliver ecosystem services, the level and dependence and the extent of the beneficiaries; and subject these to a low road and a high road scenario process designed to influence PA management planning. 4. Work with the Resource Economist to identify and quantify tradable ecosystem services and capture findings and recommendations in a report to be used by the International Consultant responsible for the brokerage of innovative financial agreements.
International Consultant - Resource Economist. Contract type: IC Rate/cost: $2,750 per week **Total: US$41,250** *See Budget Note 19*	*2 weeks in year 1, 3 weeks in year 2, 6 weeks in year 3 and a further 2 weeks in years 4 and 5.*	Appointment of an international consultant on a short-term contract to deliver resource economic and brokerage services following on from the ecosystem service review at US$2,750 per week. The consultant will work in collaboration with the ecosystem service review specialist to quantify tradable services and work with the International Consultant responsible for the brokerage of innovative financial agreements aimed at securing sustainable financing for the effective management of the BFNR. The international resource economist will: • work with the ecosystem service review specialist to identify tradable ecosystem services. • apply resource economic techniques to quantify the value of the tradable services. • apply current, low road and high scenarios to the PCAs and the BFNR to calculate and illustrate the level of investment required to secure the capacity of the areas to guarantee sustained production and delivery of the ecosystem services. • calculate benefit: cost ratios under each scenario and capture all in a report that speaks to decision-makers who are required to provide the enabling legal and policy framework for the realisation of trade agreements that will generate a diversity of sustainable financing sources to ensure the effective management of the BFNR.
International Consultant - Stainable Finance Specialist. Contract type: IC Rate/cost: $2,750 per week **Total: US$66,000** *See Budget Note 19*	*8 weeks in year 3 and 4 weeks in years 4 and 5.*	An international consultant on a short-term contract to work with the international resource economist to: • identify innovative business models based on the quantified ecosystem services, to attract a diversity of private sector investment and secure sustainable sources of income streams to support the effective management of the BFNR; • determine the viability of each new finance solution by developing the Building Blocks that are required for effective implementation. • practically test and pilot he Building Blocks identified and the institutional adoption of the new finance solutions; and • replicate wherever possible to enhance the financial sustainability and viability of the BFNR and its wildlife-based economy.

Consultant	Time Input	Tasks, Inputs and Outputs
International Consultant-Tourism Planning & Development Specialist Contract type: IC Rate/cost: $2,500 per week **Total: US$90,000** *See Budget Note 19*	*36 weeks (12 weeks in year 3, 4 & 5 at US$2,750 per week)*	An international business development consultant on a short-term contract at US$2,750 per week to work with the BFNR PAMP to: 1. develop a tourism concept development plan and portfolio of opportunities, 2. work with the BFNR management structure to facilitate an investor conference where tourism development and operation opportunities are put to the international market. 3. work with the management structure to facilitate concession negotiations and agreements; and 4. work with the national consultant to identify and facilitate the development of community-private-public partnerships to secure community participation in the tourism value chains. 5. The consultant will also work with the management structure to facilitate concession negotiations and agreements.
International Consultant Community Engagement Specialist. Contract type: IC Rate/cost: $2,750 per week **Total: US$66,000** *See Budget Note 19*	*8 weeks in year 1 and then in 4 weeks each in years 2, 3, 4 and 5*	Appointment of an international community engagement specialist on a retainer at US$2,750/week. The international community engagement specialist will be responsible to: 1. facilitate processes between beneficiary communities and the business components of the PCAs and the BFNR to establish gender responsive governance mechanisms to manage and monitor the flow of benefits. 2. oversee the operationalisation of the governance mechanisms and build capacity where necessary. 3. monitor the governance mechanisms to ensure that they work as designed and that both the gender and beneficiation objectives are achieved. 4. provide a report describing each of the governance mechanisms in detail with a track record of their implementation, any lessons learnt translated into recommendations for their improvement and a clear record of the nature and extent of the benefits that have flowed through them.
International capacity assessment and organisational development consultant. Contract type: IC Rate/cost: $2,750 per week **Total: US$55,000** *See Budget Note 33*	16 weeks – Yr1, 4 weeks, 4 weeks in Yr4	International capacity assessment and organisational development consultant on a short-term contract at US$2,750 per week to: 1. work with all the project partners to assess their skills development needs relative to the requirements for effective management of PAs. 2. work with all the project partners to assess the efficiency and effectiveness of their current organisational structures. 3. identify all skills development gaps and make recommendations as to how these can be adequately addressed. 4. facilitate and oversee the training needs required to fill strategically important skills gaps. 5. facilitate processes of engagement with project partners to present the findings and recommendations of the organisational assessments and develop pathways for enhancing organisational efficiencies; and 6. produce a comprehensive report capturing all findings, recommendations, trainings and organisational changes affected by this contract.
Local / National contracting		
National M&E consultant Contract type: LC Rate/cost: US$10,000 per year **Total: US$50,000** *See budget note 40*	1 week per year from year 1- 5	International M&E specialist required to assist the PMU to report on progress made in reaching GEF core indicators and project results included in the project results framework

Consultant	Time Input	Tasks, Inputs and Outputs
National Mid-Term Evaluation Consultant Contract type: NC (short-term) Rate/cost: $1,500 per week **Total: US$14,000** *See Budget Note 43*	*9.5 weeks over 4 months in Year 3*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* 1. Supporting the mid-term evaluation. 2. Assisting the international mid-term evaluation specialist in order to assess the project progress, achievement of results and impacts. 3. Supporting the drafting of the mid-term evaluation report and discussing it with the project team, government, UNDP and the WB GWP team. 4. As necessary, participating in discussions to extract lessons for UNDP, WB GWP and GEF.
National Terminal Evaluation Consultant Contract type: NC (short-term) Rate/cost: $1,500 per week **Total: US$18,000** *See Budget Note 43*	*12 weeks over 4 months in Year 5*	*The standard UNDP/GEF project mid-term evaluation TOR will be used. This will include:* 1. Supporting the Terminal Evaluation. 2. Assisting the international Terminal Evaluation specialist in order to assess the project progress, achievement of results and impacts. 3. Supporting the drafting of the Terminal Evaluation report and discussing it with the project team, government, UNDP and the WB GWP team. 4. As necessary, participating in discussions to extract lessons for UNDP, WB GWP and GEF.
National Human Resources and Organisational Development Specialist Contract type: NC (short-term) Rate/cost: $1,500 per week **Total: US$54000** *See Budget Note 1.*	*For a total of 24 weeks (12 weeks/year over four months) in years 1, 2 and 3 at US$2,250/week.*	The National Human Resources and Organisational Development Specialist will be responsible for contributing to Output 1.1.2: 1. Carry out a skills/capacity development assessment of all relevant Project Partners and make recommendations on where and how skills and capacity development can be implemented in relation to the support required for the establishment and effective management of the BFNR, the development of the wildlife-based economy and the curbing of the IWT. 2. Assist the PMU to facilitate skills/capacity development opportunities based on the recommendations from the above, with a focus on building opportunities for women. 3. Work in close collaboration with the National Human Resources and Organisational Development Specialist in the assessment of existing cooperative governance mechanisms and the development of recommendations for their improvement and establishment as required to support the establishment and effective management of the BFNR, the development of the wildlife-based economy and the curbing of the IWT. 4. Assist with PMU, together with the legal and policy review process, to present recommendations to the relevant stakeholders and to establish an action plan for capacity development and institutional revisions/restructuring. 5. review all relevant institutional frameworks relative to the requirements for the establishment and effective management of the BFNR; 6. facilitate workshops with all project partners to present review findings and to develop recommendations for the best institutional framework required to support the establishment and effective management of the BFNR; 7. facilitate and oversee the necessary processes required to ensure recommendations are implemented; and 8. compile a report capturing findings, recommendations and the results of all facilitated processes.
National Legal and Policy Specialist To be appointed by the MTEA at a E2 grade.	*60 months over 5 years*	The National Legal and Policy Specialist will be responsible for contributing to Output 1.1.2: 1. Review relevant existing legal and policy instruments and their institutionalisation with the objective of identifying where these can be adapted and/or enhanced to better support the establishment and effective

Consultant	Time Input	Tasks, Inputs and Outputs
Total: US$54,000 *See Budget Note 1*		management of the BFNR, the development of the wildlife-based economy and the curbing of the IWT. 2. Assist the PMU to facilitate processes necessary to implement the findings of the study. 3. Work in close collaboration with the review of existing institutional structures and the assessment of existing cooperative governance mechanisms and make recommendations for their improvement and establishment as required to support the establishment and effective management of the BFNR, the development of the wildlife-based economy and the curbing of the IWT. 4. Assist with PMU, together with the National Human Resources and Organisational Development Specialist, to present recommendations to the relevant stakeholders and to establish an action plan for legal and policy framework amendments and related institutional revisions/restructuring. A National Legal and Policy Specialist at US$1,500 per week, required to work in close collaboration with the PMUs legal officer and to contribute to the delivery of Output 1.1.2., namely policy, legislation and institutional frameworks reviewed and enhanced to support establishment and effective management of the BFNR, the Wildlife-based economy and curb illegal wildlife trade (IWT). Specific requirements are: 5. review all relevant legal and policy frameworks relative to the requirements for the establishment and effective management of the BFNR; 6. facilitate workshops with all project partners to present review findings and to develop recommendations for the best legal and policy framework required to support the establishment and effective management of the BFNR; 7. facilitate and oversee the necessary processes required to ensure recommendations are implemented; and 8. compile a report capturing findings, recommendations and the results of all facilitated processes.
National Gender Mainstreaming Specialist Contract type: NC (short-term) Rate/cost: $2,000 per week **Total: US$120,000** *See Budget Note 1*	*1 week per month over the 5 years of implementation*	National Gender Mainstreaming Specialist will be responsible for contributing to Output 1.1.3: 1. Work in close collaboration with the National Human Resources and Organisational Development and Legal and Policy experts to ensure their understanding of the need for Gender Equity mainstreaming. 2. Review the outputs from the above two contracts to assess the extent to which Gender Equity considerations have been mainstreamed. 3. Assist the PMU and the above two specialists with the presentation of recommendations to relevant stakeholders in order to ensure a full understanding and appreciation for the Gender Equity aspects of the legal, policy and institutional review recommendations. 4. Produce a Gender Equity Mainstreaming close-out report capturing findings and recommendations from the above. 5. Work closely with the PMU to monitor implementation of the Gender Action Plan in all of the project interventions throughout implementataion.
Data capture/management and reporting Skills development consultant Contract type: NC (short-term) Rate/cost: $2,250 per week **Total: US$4,500**	*5 days in years 1 and 3.*	Contracting local consultant to deliver 1 x 5 day training to relevant officials in data capture, management and reporting in years 1 and 3 at US$2,250/week.

Consultant	Time Input	Tasks, Inputs and Outputs
See Budget Note 30		
Sustainable Land Management Specialist Contract type: SC Rate/cost: US$2,250/week Total: US$135,000 See Budget Note 5	*One week per month for 5 years*	Part-time appointment on contract for two weeks per month for the 5 years of project implementation Under the guidance and supervision of the Project Manager, the Sustainable Land Management Specialist will carry out the following primary tasks required to deliver Output 1.2.2: 1. Identify, quantify (spatially and in terms of severity) and categorise degraded areas according to the degradation drivers, both within and adjacent to the project area. 2. Formulate long-term Sustainable Land Management plans of action to address each of the driver categories, inclusive of annual implementation budgets. 3. Secure sustainable sources of funding to invest in the required restoration activities and implement the Sustainable Land Management plans. 4. Identify capacity development requirements necessary to ensure the effective implementation of the restoration plan/s. 5. Implement long-term monitoring of the effectiveness of the restoration efforts and contribute to the compilation of quarterly and annual reports that are used to inform active-adaptive management of the restoration actions, as well as the annual activity planning and budgeting for project implementation. 6. Contribute to the capturing of lessons learned during project implementation. 7. Provide support to the MTR and TE processes. 8. Work closely with the Livelihoods Facilitator to integrate sustainable and climate-smart alternative livelihood options into the SLM strategies as a mechanism to address the drivers of degradation, i.e. poverty, limited access to resources and culturally entrenched unsustainable land use practices
National Knowledge Management and Reporting Specialist Contract type: NC (short-term) Rate/cost: $2,250 per week Total: US$85,500 See Budget Note 30	*38 weeks (Yr 1 & 2, 6 weeks, Yr 3 & 4 – 7 weeks & Yr5 – 12 week)*	The national Knowledge Management and Reporting consultant will work with the PMU for 5 consecutive weeks in Years 3, 4 and 5 of the project to ensure that all project activities are appropriately captured, reported and distributed according to the Outputs required to achieve Outcome 3.1. They will be specifically required to carry out the following: · Work with the PMU to compile the PIRs for years 3, 4 and 5 on the basis of the review of the PIRs from the first two years of implementation. · Ensure that appropriate data is captured from all project activities as per the project's Results Framework and M&E Plan and that activity reports are compiled to support the findings associated with the data. · Ensure that all activity reports are disseminated to the relevant project stakeholders. · Assist the PMU to extract and synthesise all 'lessons learned' from the project activities and to capture these in appropriate formats for publication in relevant journals and presentation at relevant events and on relevant platforms. · Assist the PMU in the preparation of presentations to be delivered at the annual project stakeholder engagement workshop and at other national and international events, specifically the annual GWP conference.

ANNEX 8: STAKEHOLDER ENGAGEMENT PLAN	9514- Stakeholder Engagement Plan-final.docx
ANNEX 9: ENVIRONMENTAL SOCIAL MANAGEMENT FRAMEWORK (ESMF) AND OTHER SES FRAMEWORKS/PLANS, IF REQUIRED	9514- ESMF-final.docx 9514-Final Process Framework-Rev JAJ-25.docx 9514-Final Preliminary Cultural Heritage Assessment.docx
ANNEX 10: GENDER ANALYSIS AND GENDER ACTION PLAN	9514-Gender Action Plan-final.docx GENDER ASSESSMENT REPORT for submission 1.2.25.docx
ANNEX 11: PROCUREMENT PLAN	PIMS 9514 Procurement Plan.docx
ANNEX 12: ADDITIONAL AGREEMENTS (CO-FINANCING LETTERS)	1. Ministry of Tourism and Environmental Affairs 2. Eswatini National Trust Commission 3. Big Game Parks Halane 4. Mbuluzi Game Reserve 5. Royal Eswatini Sugar Cooperation (RESC) 6. UNDP 7. AWF
ANNEX 13: SIGNED LOA BETWEEN UNDP AND IP REQUESTING UNDP SUPPORT SERVICES (IF REQUIRED ON EXCEPTIONAL BASIS AND AUTHORIZED BY THE GEF)	N/A
ANNEX 14: GEF CEO ENDORSEMENT/APPROVAL	
ANNEX 15: ON-GRANTING PROVISIONS APPLICABLE TO THE IMPLEMENTING PARTNER	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).
ANNEX 16: TERMS OF REFERENCE FOR PROJECT BOARD AND PROJECT TEAM	The standard Project Board TOR can be found here.
ANNEX 17: GEF CORE INDICATORS REPORTING SHEET	Eswatini WCDIP GEF8_Core_Indicator_May 20 2025 Revised.xlsx GEF7-BD-TrackingTool-Protected Area Projects - Hlane Revised.xlsx MLAWULA 2 METT - GEF-7 Biodiversity TrackingTool Revised May 2025.xlsx
ANNEX 18 GEF TAXONOMY	GEF Taxonomy.docx
ANNEX 19: PARTNER CAPACITY ASSESSMENT TOOL AND HACT ASSESSMENT	Attached separately
ANNEX 20: UNDP QUALITY ASSURANCE REPORT	
ANNEX 21: LIVELIHOODS PATHWAYS REPORT	Abridged Livelihoods Pathways Final Report.docx