United Nations Development Programme (UNDP)
Country: Mozambique
PROJECT DOCUMENT (1)

Project title:	**Strengthening the conservation of globally threatened species in Mozambique through improving biodiversity enforcement and expanding community conservancies around protected areas**	
Country: Mozambique	**Implementing partner:** Ministry of Land, Environment and Rural Development (MITADER)	**Management Arrangements:** National implementation Modality (NIM)
UNDAF/Country Programme Outcome: ***Result Area 4: PLANET: Outcome 9:*** Most vulnerable people in Mozambique benefit from inclusive, equitable and sustainable management of natural resources and the environment		
UNDP Strategic Plan Output: Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation		
UNDP Social and Environmental Screening Category: Moderate risk	**UNDP Gender Marker:** 2 *(Activities that will contribute **in some way** to gender equality, but not significantly)*	
Atlas Project ID/Award ID number: 00100673	**Atlas Output ID/Project ID number:** 00103502	
UNDP-GEF PIMS ID number: 5474	**GEF ID number:** 9158	
Planned start date: November 2017	**Planned end date:** October 2024	
LPAC date: July 20, 2017		
Brief Description: While conservation efforts have been significantly up-scaled in Mozambique since the end of the civil war in 1992, there are several **threats affecting biodiversity**. Significant increase in **wildlife crime** has taken place, adding to the pressures caused by **uncontrolled subsistence hunting** by poor communities. Since 2014 the poaching has increased, targeting not only elephants but additional threatened species, such as lions, pangolins and other. The international market for wildlife products is still of low risk and highly profitable. Subsistence poaching also threatens a wide variety of globally endangered species. With local communities expanding further into conservation areas and growing populations in need of food and income, the threats to wildlife and forest resources accelerate at alarming rates, nullifying conservation gains of recent years. The proposed project Objective is **to strengthen the conservation of globally threatened species in Mozambique through implementation of the Conservation Areas Act – improving biodiversity enforcement and expanding protected areas through community conservancies and targeted rural development action.***		
FINANCING PLAN		
GEF Trust Fund	USD 3,641,500	
UNDP TRAC resources	USD 700,000	
(1) Total Budget administrated by UNDP	**USD 4,341,500**	

PARALLEL CO-FINANCING (*all other co-financing that is not cash co-financing administered by UNDP*)	
Ministry of Land, Environment and Rural Development (MITADER)	USD 22,000,000
(2) Total co-financing	**USD 22,000,000**
(3) Grand-Total Project Financing (1)+(2)	**USD 26,341,500**

SIGNATURES		
Signature: **José Condugua António Pacheco**, Minister of Foreign Affairs and Cooperation	**Agreed by Government**	**Date/Month/Year:** 23/04/2018
Signature: **Celmira Frederico Pena Da Silva,** Vice-Minister of Land, Environment and Rural Development	**Agreed by Implementing Partner**	**Date/Month/Year:** 23/04/2018
Signature: **Márcia de Castro,** UNDP Resident Representative	**Agreed by UNDP**	**Date/Month/Year:** 23/04/2018

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List of Abbreviations

AFD	French Development Agency
ANAC	National Administration for Conservation Areas
APR	Annual Project Review
BD	Biodiversity
CA	Conservation Area
CBD	Convention on Biological Diversity
CBO	Community Based Organisation
CCA	Community Conservation Areas
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CBO	Community-based organizations
CITES- MIKE	Monitoring the Illegal Killing of Elephants
CSO	Civil Society Organisation
CTA	Chief technical Advisor
DNA	Deoxyribonucleic Acid
ECO-SMART	Alliance for Ecosystem Conservation Systems, Markets and Tourism
ERC	Evaluation Resource Centre
FAO	Food and Agriculture Organization of the United Nations
FFI	Fauna & Flora International
FSP	Full Size Project
GDP	Gross Domestic Product
GEF	Global Environment Facility
GGML	Greater Gorongosa-Marromeu Landscape
GIS	Geographical Information System
GNP	Gorongosa National Park
GoM	Government of Mozambique
GRP	Gorongosa Restoration Project
HWC	Human Wildlife Conflict
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HR	Human Resource
HQ	Head Quarter
IEO	Independent Evaluation Office
ICCWC's	International Consortium on Combating Wildlife Crime
IUCN	International Union for Conservation of Nature
IWT	Illegal Wildlife Trade
LD	Land Degradation
LDCF	Least Developed Countries Fund
KfW	German Development Bank for Cooperation
M&E	Monitoring and Evaluation
MINEC	Ministry of Foreign Affairs and Cooperation
METT	Management Effectiveness Tracking Tool
MITADER	Ministry of Land, the Environment and Rural Development
MITUR	Ministry of Tourism
MOU	Memorandum of Understanding
NBSAP	National Biodiversity Strategy and Action Plan
NAP	National Plan of Action to Combat Desertification
NBSAP	National Biodiversity Strategy Action Plan
NGO	Non-Government Organisation
NIM	National Implementation
NNR	Niassa National Reserve
NP	National Park
NPAS	National Protected Area Systems Policy
NRM	National Resource Management
PA	Protected Area
PIF	Project Identification Form
PIR	Project Implementation Reports
PMU	Project Management Unit
PPP	Public Private Partnership

PPR	Project Progress Report
RCF	Research Conservation Foundation
RTA	Regional Technical Advisor
SCCF	Special Climate Change Fund
SDG	Sustainable Development Goals
SDAE	District Services of Economic Activities
SFM	Sustainable Management Forestry
SLM	Sustainable Landscape Management
SRN	Sociedade Investimentos Niassa Ltd
TE	Terminal Evaluation
TOC	Theory of Change
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Action Framework
UNDP	United Nations Development Program
UNDP -POPP	United Nations Development Program - Programme and Operations Policies and Procedures
UNFCCC	United Nations Framework Convention on Climate Change
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
USFWS	United States Fish and Wildlife Service
WB	World Bank
W&FC	Wildlife and Forest Crime
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

II. DEVELOPMENT CHALLENGE

Context, issues and global significance. Mozambique ranks amongst the bottom of least developed nations, with very low well-being indicators and the Human Development Index (HDI) rating it at 180 out of 188 countries (UNDP 2015). The population growth rate is 2.5% and about 70% of the country's 22.9 million people live and work in rural areas. About 60% of the population is living under the international poverty line of USD1.25 a day (2007-2011 data, UNICEF 2013).

Mozambique is a major repository of biodiversity with profound international importance. The country contains three areas designated by Conservation International as Biodiversity Hotpots[1] and is also rich in marine biodiversity. Twenty-two broad vegetation communities are currently recognized in the country, supporting more than 5500 species of plants including 250 known endemic species, 222 mammal species including several endemic sub-species, and more than 600 species of birds. The national Protected Areas (PA) estate includes 47 areas designated for the conservation of flora and fauna, with seven National Parks, including the flagship Gorongosa National Park and buffer zone (10,000 km^2) in the Zambezi Valley, and six National Reserves, including the Niassa Reserve (42,000 km^2) on the northern border with Tanzania. As in most protected areas in Mozambique, both Gorongosa National Park and especially Niassa Reserve have communities living within the PA boundaries.

While conservation efforts have been significantly up-scaled since the end of the civil war in 1992, there are several **threats affecting biodiversity** in Mozambique. Significant increase in **wildlife crime** has taken place, adding to the pressures caused by **uncontrolled subsistence hunting** by poor communities. In Niassa Reserve alone, the Wildlife Conservation Society (WCS) reports that 2,600 elephants were poached between in 2010 and 2011. In 2013, after significant on-the-ground anti-poaching efforts, the poaching rate had been reduced to approximately 300-500 animals a year. However, since 2014 the poaching has increased again, now also intensely targeting additional threatened species, such as lions, pangolins and other. Similar threats are reported for the Gorongosa area, indicating that there is a real risk that the wave of illegal poaching may be descending from Niassa to the recovering elephant population of Gorongosa endangering the abundance of other species.

The international market for wildlife products is still of low risk and highly profitable. Organized criminals and syndicates with international outreach are connecting a complex supply chain that often links poor Mozambicans in remote rural areas to traders of varied nationalities, illegal transporting services, and ultimately to consumers, mainly in China, Thailand, USA, and Europe. With significant gaps in Mozambique's enforcement chain the country is being used as a roaming ground for criminals who are set to completely decimate the Mozambique's wildlife, forest, fisheries and marine resources. Subsistence poaching (including in PAs) also threatens a wide variety of globally endangered species. With local communities expanding further into conservation areas and growing populations in need of food and income, the threats to wildlife and forest resources accelerate at alarming rates, nullifying conservation gains of recent years. The livelihoods of most rural communities in Mozambique are highly dependent on the direct use of natural resources, which is often unsustainable and leads to overexploitation. For example, FAO reports that Mozambique lost some 4.3 million hectares of forests between 1990 and 2010 (22% of total forest cover). Unproductive agricultural practices including extensive slash and burn agriculture coupled with shifting cultivation lead to habitat conversion to croplands and degradation of land and water resources affecting progress to national development and conservation goals.

Relevance to national development priorities, global environment and/or adaptation issues, and the sustainable development goals (SDGs): The Government of Mozambique is recognizing the value of conservation and its PAs to national development. While well managed PAs are a powerful draw for international and national tourism, well managed natural resources management can provide additional options and strategies for sustainable rural development. The Conservation Law of 2014 has increased the country's commitment to conservation and created new legal vehicles for community co-management of wildlife and associated ecosystems through conservancies. Additionally, the Law provides a decisive

[1] Eastern Afromontane in various highland areas located in the center and west of the country; Coastal Forests of Eastern Africa, stretching along the coastal belt; the Maputaland-Pondoland-Albany Hotspot, located in the southern part of the country

foundation for enforcing legislation against poaching and achieving national compliance with the CITES convention against illegal wildlife trafficking.

The proposed project will contribute to address poverty alleviation, sustainable development and good governance objectives of Mozambique's Five-Year Government Program (2015-2019). The project supports the Conservation Policy and Implementation Plan 2009-2019 ('Conservation Policy'), which specifically focuses on Mozambique's conservation areas (including the buffer areas) as well as the Law on Conservancies (2014). It generally supports the implementation of the National Biodiversity Strategy and Action Plan (NBSAP 2015-2035) and the National Plan of Action to Combat Desertification (NAP). The project will also directly support measures that help Mozambique implement commitments under CITES.

The project contributes to meeting objectives of the Sustainable Development Goals (SDGs) as follows[2]: **Goal 1 ending poverty:** through rural development opportunities provided by community-engagement and livelihood improvement interventions at two project sites in Gorongosa and Niassa e.g. application of conservation agriculture, ecotourism opportunities, wildlife ranching, but also through facilitating learning and engagement opportunities. Furthermore, the project touches on **Goal 2 - food security**, **Goal 6 - access to water**, **and Goal 8 - decent work and economic growth**. **Goals 12 Sustainable Consumption and Production patterns** will address both, reducing demand for illegal wildlife products and improvement of natural resource and agricultural production in PA buffer and usage zones. **Goal 15 Life on land:** numerous efforts will be made through the project to improve terrestrial ecosystem management via Conservancy and community-co-management development. **Goal 16 Peaceful and inclusive development:** is especially embedded into project Component 3, which also entails specific Human Wildlife Conflict resolution interventions. It also is addressed through Component 1 and 2, which aim to support domestic law enforcement and reducing the level of crime and security risk to communities associated with wildlife and forest crime and IWT. **Goal 17 Means of implementation and partnerships**: bringing Mozambique as a critical player into a 19-country strong global $131 million Global Wildlife Programme that is expected to leverage $704 million in additional co-financing over seven years.

High international demand for wildlife products, poverty of local communities, and insufficient national awareness on sustainable use of natural resources are key **root causes** of poaching, Wildlife and Forest Crime, Illegal Wildlife Trade (IWT) and habitat degradation in Mozambique.

There are three overarching **barriers** that stand in the way of advancing the long-term solution to eliminate this threats at national level (Fig. 1):

Barrier #1. National level action on Wildlife and Forest Crime (to realize the long-term solution) is not sufficiently coordinated. Mozambique is a signatory of CITES but badly needs institutional and technical capacity as well as strong international collaboration on IWT issues. While elements of a National W&FC and IWT Strategy are drafted, no unified instrument is in place as yet. Gaps in legislation and regulations that have been identified as relevant for tackling wildlife and forest crimes need to be addressed to create a deterrent for potential wildlife and forest crime offenders, while innovative incentives need to be created for Mozambicans to refrain from illegal use of wildlife and forest resources. Capacity for complex enforcement, including the necessary equipment, training and manpower, are a core constraint at all levels and a dedicated unit dealing with wildlife crimes is absent in ANAC.

Barrier #2. Gaps in establishing a motivated and reliable work force, lack of adequate housing, infrastructure, equipment, means of transport, communication, coordination and training to address poaching and IWT. Two model sites not supported under GEF 5 have been chosen for the project: (i) the Gorongosa National Park and the (ii) Niassa National Reserve. For the past few years there has been rapid and impressive progress in operationalizing the management of these sites, in spite of challenging conditions. However, the situation and challenges evolve dynamically and there are several critical gaps that need to be addressed related to strengthening the biodiversity and law enforcement chains, including on community outreach and engagement, collaboration, staff motivation, equipment, infrastructure and means of transport.

Barrier #3. Lack of relevant structures, capacities and economic incentives for involvement of local communities in wildlife conservation and sustainable natural resource management. In order to sustain the long-term benefits of wildlife and forest crime enforcement at the level of affected local communities, there have to be alternative, sustainable economic activities that (along with strong enforcement) make poaching a highly

[2] UNDAF Results Area 4 PLANET makes the direct links to SDGs 1, 7, 8, 9, 11, 12, 14, & 15 and this project is strategically positioned to contribute to all of these.

unattractive and risky activity. Further, local communities need to improve their living conditions and see benefits in conservation. A key legal barrier has been overcome by the enactment of the Conservation Law of 2014[3], which creates enabling conditions for setting up of conservancies and community managed PAs, yet, the planning, physical investments and capacity constraints for an effective implementation of the law needs to be supported and addressed. Local communities in the two project sites still rely heavily on itinerant agriculture based on slash-and-burn techniques, leading to extensive deforestation. At the same time, these communities lack access to knowledge on sustainable cultivation techniques and more profitable markets to distribute their produce. Also, local people are not involved in PA management as key stakeholders and suffer from human-wildlife conflicts.

[3] The Conservation Law is currently under review (July 2016), to further strengthen it.

III. STRATEGY

The Long-Term Solution. The proposed project Objective is **to strengthen the conservation of globally threatened species in Mozambique through implementation of the Conservation Areas Act – improving biodiversity enforcement and expanding protected areas through community conservancies and targeted rural development action**. The project Objective will be achieved through implementation of three project Components that address three key barriers for effective reduction of poaching, IWT and unsustainable natural resource management (Fig. 1). **Component 1** *National strategy to promote the value of wildlife and combat illegal wildlife trafficking* will establish new levels of coordination between a range of governmental sectors to deal with Wildlife and Forest Crime. The recently created MITADER, led through the specialist agency ANAC, will play a leading role in cooperation of national and international role-players to promote compliance of IWT control with national legislation and with the CITES. An established national Wildlife Crime Enforcement Unit will be based at ANAC. Furthermore, this component directly supports the implementation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), arguably one of the most important global instruments for addressing illegal wildlife trade. The CITES Strategic Vision 2008-2020 emphasizes the importance of national commitment to implementation of the Convention and its principles. This component will support compliance through development of comprehensive national IWT strategy, improving sharing of information between law enforcement agencies, enhancing effective enforcement of illegal trade and support capacity building of officers tasked with enforcing national implementing legislation. Component 1 will directly contribute to the implementation of the key decisions of the CITES CoP 17 via addressing the impact of corruption in undermining wildlife trade regulation and strengthening control over elephant and rhino poaching and illegal trade on ivory (in the framework of the CITES-led National Ivory Action Plan) and rhino's horn (Mozambique is the key transit and exit point for horn leaving Africa). **Component 2** *Strengthening enforcement capacity in key protected areas to combat wildlife crime on the ground* will improve joint management efforts between ANAC and GRP in Gorongosa NP and ANAC and WCS in Niassa Reserve. Four territorial law enforcement sectors in Gorongosa NP will be capacitated to effectively combat wildlife crime, supported by an enforcement monitoring system and GIS center. Investments in Niassa Reserve will result in an effective and motivated enforcement team supported through improved infrastructure and equipment investments. Additionally, regular forest crimes monitoring in north-eastern Niassa Reserve will be organized. **Component 3** *Establishing conservancies to expand the Gorongosa PA complex and more sustainably manage the Mecula – Marrupa Corridor within the Niassa Reserve, bringing sustainable land and forest management benefits, restoring degraded ecosystems and generating livelihoods* will support establishment of three fully functional community managed conservancies with total area of 131,000 ha around Gorongosa NP, and secure the Mecula-Marrupa Corridor in the Niassa Reserve via community co-management in accordance with the Conservation Act of 2014. Lessons learned from the project via active participation of all stakeholder groups in the project implementation and M&E will be made available nationally and internationally to facilitate IWT fight through implementation of **Component 4** *Gender Mainstreaming, Knowledge Management, and M&E*.

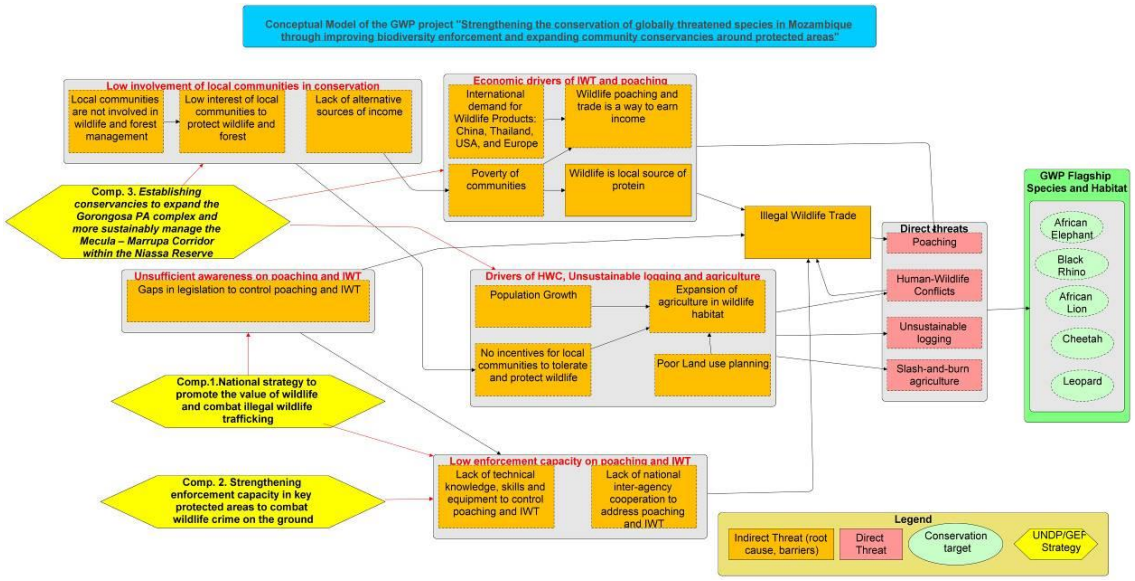


Figure 1. Threats, root causes and barriers to effectively address poaching, IWT and unsustainable natural resources consumption in Mozambique and suggested UNDP/GEF strategies.

To respond to the growing wildlife crisis and international call for action, the Global Environment Facility (GEF) in June 2015 launched the Global Wildlife Program (GWP). Led by the World Bank, the GWP is a $131 million grant program designed to address wildlife crime across 19 countries in Africa and Asia. The GWP serves as a platform for international coordination, knowledge exchange, and delivering action on the ground. The GWP builds and strengthens partnerships by supporting collaboration amongst national projects, captures and disseminates lessons learned, and coordinates with implementing agencies and international donors to combat IWT globally. National projects within the GWP form an integral part of a community of practice that promotes the sharing of best practices and technical resources. Mozambique is a national project under the GWP and during the first year of implementation of the global program, Mozambique already benefited from participation in two in person knowledge exchange events that were held in Kenya and Vietnam. These events brought the GWP countries together to exchange experiences on various anti-poaching, anti-trafficking, and demand reduction issues. During project execution, Mozambique will also have access to the documentation and materials produced during other virtual- and in-person meetings of relevance to the activities to be carried out in country, especially those on effective anti-poaching and IWT control, CBWM and PA management. Mozambique is committed to engaging with GWP partners on joint efforts that will help with the project implementation, including issues related to human wildlife conflict and other technical areas.

Theory of Change

The project's Theory of Change (ToC) is embedded within the overall ToC underlying the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development[4] Program (or Global Wildlife Program - GWP). The project will directly contribute to three GWP Components (Table 1).

Table 1. Alignment of the project with GWP components, outcomes and indicators & targets

Child Project Components	Relevant GWP Components	Relevant GWP Outcome	Relevant GWP GEF Indicators and Targets

[4] See https://www.thegef.org/gef/project_detail?projID=9071 for the comprehensive Programme Framework Document (PDF). The included TOC of the Global Programme focuses on strengthening the conservation of globally threatened species and reducing wildlife crime by ensuring that local communities feel the value of preserving healthy natural resources and populations of wildlife species in order to secure their own livelihoods.

Component 1. *National strategy to promote the value of wildlife and combat illegal wildlife trafficking*	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management **Component 2.** Reduce Wildlife Trafficking	**Outcome 1**: Reduction in elephants, rhinos, and big cat poaching rates. (baseline established per participating country) **Outcome 4**: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and product	**1.1**: Poaching rates of target species at program sites (Specifically, a reduction in PIKE trend for elephants to below 50% at each site; and for rhinos and big cats, a reduction in poaching rates to reverse population declines - compared to baseline levels at start of project) **1.2**: Number of poaching-related incidents (i.e. sightings, arrests, etc.) per patrol day **1.3**: Number of investigations at program sites that result in poaching-related arrests (increase at first, then decrease over time) **1.4**: Proportion of poaching-related arrests that result in prosecution (increase) **1.5**: Proportion of poaching-related prosecutions that result in application of maximum sentences (increase) **1.6**: Protected areas (METT score) and community/ private/ state reserves management effectiveness for Program sites (increase) **4.1**: Number of laws and regulations strengthened with better awareness, capacity and resources to ensure that prosecutions for illicit wildlife poaching and trafficking are conducted effectively (increase) **4.2**: Number of dedicated law enforcement coordination mechanisms (increase) **4.3**: Number of multi-disciplinary and/or multi-jurisdictional intelligence-led enforcement operations (increase) **4.4**: Proportion of seizures that result in arrests, prosecutions, and convictions (increase)
Component 2. *Strengthening enforcement capacity in key protected areas to combat wildlife crime on the ground*	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management **Component 2.** Reduce Wildlife Trafficking	**Outcome 1**: Reduction in elephants, rhinos, and big cat poaching rates. (baseline established per participating country) **Outcome 4**: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and product	**1.1**: Poaching rates of target species at program sites **1.2**: Number of poaching-related incidents (i.e. sightings, arrests, etc.) per patrol day **1.3**: Number of investigations at program sites that result in poaching-related arrests (increase at first, then decrease over time) **1.4**: Proportion of poaching-related arrests that result in prosecution (increase) **1.5**: Proportion of poaching-related prosecutions that result in application of maximum sentences (increase) **1.6**: Protected areas (METT score) and community/ private/ state reserves management effectiveness for Program sites (increase) **4.2**: Number of dedicated law enforcement coordination mechanisms (increase) **4.4**: Proportion of seizures that result in arrests, prosecutions, and convictions (increase)
Component 3. *Establishing conservancies to expand the Gorongosa PA complex and more sustainably manage the Mecula – Marrupa Corridor within*	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management **Component 2.** Reduce Wildlife Trafficking	**Outcome 2**: Increased community engagement to live with, manage, and benefit from wildlife **Outcome 3**: Increase in integrated landscape management practices and restoration plans to maintain forest ecosystem services and sustain wildlife by government, private	**2.1**: Benefits received by communities from sustainable (community-based) natural resource management activities and enterprises (increase) **2.2**: Human-wildlife conflict (HWC) as measured by incident reports (decrease) **3.2**: Area of forest resources restored in the landscape, stratified by forest management actors (increase compared to baseline levels at start of project)

the Niassa Reserve		sector and local community actors, both women and men	
Component 4. *Gender mainstreaming, Knowledge Management and M&E*	**Component 4.** Knowledge, Policy Dialogue and Coordination	**Outcome 6**: Improved coordination among program stakeholders and other partners, including donors	6.2: Program monitoring system successfully developed and deployed 6.3: Establishment of a knowledge exchange platform to support program stakeholders

The long-term solution proposed throughout the project design addresses the identified barriers through achieving clear Outcomes and based on the following Assumptions (Table 2, Fig. 3).

Table 2. Project ***Theory of Change (see Fig. 3 for details)***

Outputs	Outcomes	Impacts and GEBs	Assumptions
Component 1 ***National strategy to promote the value of wildlife and combat illegal wildlife trafficking***			
National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking and mechanism for its implementation will be further developed by the project, based on initial investments during the PPG phase. The mechanism will include support for establishment of National Wildlife Crime Unit and development of inter-agency collaboration (Outputs 1.1 – 1.3).	National Strategy will provide necessary policy framework and political will to combat IWT on the national level. Fully functional National Wildlife Crime Unit and strong interagency collaboration will allow to increase effectiveness of law enforcement operations (Outcome 1) and prosecute more poachers and IW traders (Objective Outcome)	In the result of increased national wide poacher and trader arrests, prosecution and sentences the level of IWT and poaching will decrease (Mid-Term Impact) as well as mortality of wildlife. It will allow wildlife populations to stabilize and grow (GEB), and protects less conspicuous species of IWT value.	Government will approve the National W&FC and IWT Strategy and support its implementation with appropriate funding (Intermediate Outcome 1.1.). Government will establish National Wildlife Crime Unit with sufficient staff and funding (Intermediate Outcome 1.3). Inter-agency collaboration will be mutually beneficial for all participating enforcement bodies (Intermediate Outcome 1.2.)
The project will provide key IWT agencies with equipment and train law enforcement staff including customs and police officers to implement advanced intelligence and enforcement technics to control IWT (Outputs 1.4-1.5). Specific support will be rendered to help ANAC implement its ranger succession plan, laying off incapacitated staff and recruit and train competent, healthy motivated new field staff for improved anti-poaching action on the ground (output 1.5).	New equipment and advanced law enforcement techniques and skills will increase capacity of the agencies (Outcome 1) and will allow the officers to make more successful seizures and arrests of IW traders and poachers (Objective Outcome)		LE Officers will apply advanced law enforcement techniques and in their everyday work and have incentives from Government increase results of enforcement activities (Intermediate Outcomes 1.4-1.5)
Biodiversity research capacity will be strengthened through a collaboration between GRP and the University of Eduardo Mondale to identify biodiversity and IWT hotspots and key species to better focus IWT actions. A center for identification of CITES specimens, as well as for training of customs, police and other relevant institutions will be supported (output 1.6).	Identification of IWT hotspots and increased capacity of law enforcement agencies in identification of CITES specimens (Outcome 1) will allow to organize more focused operations and conduct successful seizures, arrests and prosecutions of poachers and IW traders		The biodiversity research and IWT capacity building center will have enough government support after the project completion
Component 2. Strengthening enforcement capacity in key protected areas to combat wildlife crime on the ground			

The project will invest in enforcement infrastructure (ranger bases and posts) and monitoring system for wildlife crime enforcement.	Appropriate law enforcement Infrastructure will allow permanent presence of anti-poaching groups in critical habitat and effectively fight poaching in remote areas (Outcome 2). Access to up-to date information on poaching cases will allow rangers to effectively plan their operations (Outcome 2). That will eventually lead to increase in successful arrests and prosecution of poachers (Objective Outcome).	In the result of increased poacher and trader arrests, prosecution and sentences in the project areas the level of IWT and poaching will decrease (Mid-Term Impact) as well as mortality of wildlife. It will allow wildlife populations to stabilize and grow (GEB).	Governments and partners (GRP and WCS) will provide anti-poaching groups with sufficient salaries and incentives to pursue high results in law enforcement.
Component 3. Establishing conservancies to expand the Gorongosa PA complex and more sustainably manage the Mecula – Marrupa Corridor within the Niassa Reserve, bringing sustainable land and forest management benefits, restoring degraded ecosystems and generating livelihoods			
The project will provide local communities with mechanisms, finances, and trainings to develop conservancies, wildlife co-management, other forms of CBNRM, sustainable small business, and HWC mitigation mechanisms in the key areas. Lessons learnt about the establishment of such community-managed areas and entities will be shared with ANAC/MITADER for informing the roll-out and implementation of the Conservation Act of 2014 and building up a national Conservancy Program/ approach (Outputs 3.1 – 3.5).	Communities will develop sustainable forms of CBNRM (Outcome 3) and increase revenues and benefits from sustainable wildlife and other natural resource use (Objective Outcome).	Giving more benefits from sustainable wildlife management and CBNRM communities will decrease their dependence on poaching as a source of income (Mid-Term Impact). Other reason to decrease poaching will be increased number of successful arrests and prosecutions of poachers by enforcement agencies (Objective Outcome). Under sustainable community management and decreased poaching wildlife populations will restore (GEB)	Benefits from wildlife are comparable or higher with benefits of IWT The benefits are seen as being received directly by and shared fairly among rural communities Law enforcement is strong enough to deter local people from poaching
Component 4: Gender mainstreaming, Knowledge Management and M&E			
The project will encourage national and international stakeholders to participate in the project M&E (Output 4.2) and will systemize lessons learned from the implementation incl. on piloting CBNRM approaches in GNP and NNR. Gender will be systematically mainstreamed into the project strategy and implementation.	Gender mainstreaming will strengthen project strategies and implementation. Participatory approach in M&E and strong lesson learning system will allow effective Adaptive Management of law enforcement and community based conservation. Successful techniques will be implemented at national and international level by other projects (Outcome 4) leading to increase of law enforcement and CBNRM effectiveness (Objective Outcomes).	Thus, effect of the project will be strengthened and multiplied leading to decrease of poaching and IWT (Mid-Term Impact) and restoration of wildlife (Long-Term Impact)	Other stakeholders have interest to learn from lessons and successful practices developed by the project

Project areas. The key geographic focus of this project is central and northern Mozambique with site-level efforts in *(i)* the Greater Gorongosa -Marromeu Landscape[5] with a focus on Gorongosa National Park (GNP) and its buffer zone and *(ii)* the Niassa National Reserve (NNR) (Map. 1)

Because of the project's general fit vis-à-vis other related interventions, two sites were chosen (Gorongosa NP incl. buffer zone and the Niassa Reserve). For the past few years there has been rapid and impressive progress in operationalizing the management of these sites in spite of challenging conditions. Gorongosa and Niassa were excluded from the GEF 5 support through MOZBIO, which focused its investments in other key PAs in Mozambique. State of the art methods of PA management are now being brought to Mozambique, thanks to significant investments, technical assistance and partnerships with civil society organizations. The involvement of the private sector has also been pivotal. However, the situation and challenges evolve dynamically and there are several gaps and barriers that need to be addressed related to planning, organization, collaboration, equipment, infrastructure and means of transport in the selected project sites. The surge in poaching is an added challenge that requires decisive, urgent interventions, but also sustainability that the project will provide. With respect to the latter, the managing entities of both Gorongosa and Niassa PAs are well positioned to contribute much more to building the national capacity for PA management. Yet, they face operational and financial constraints to bring these efforts to scale.

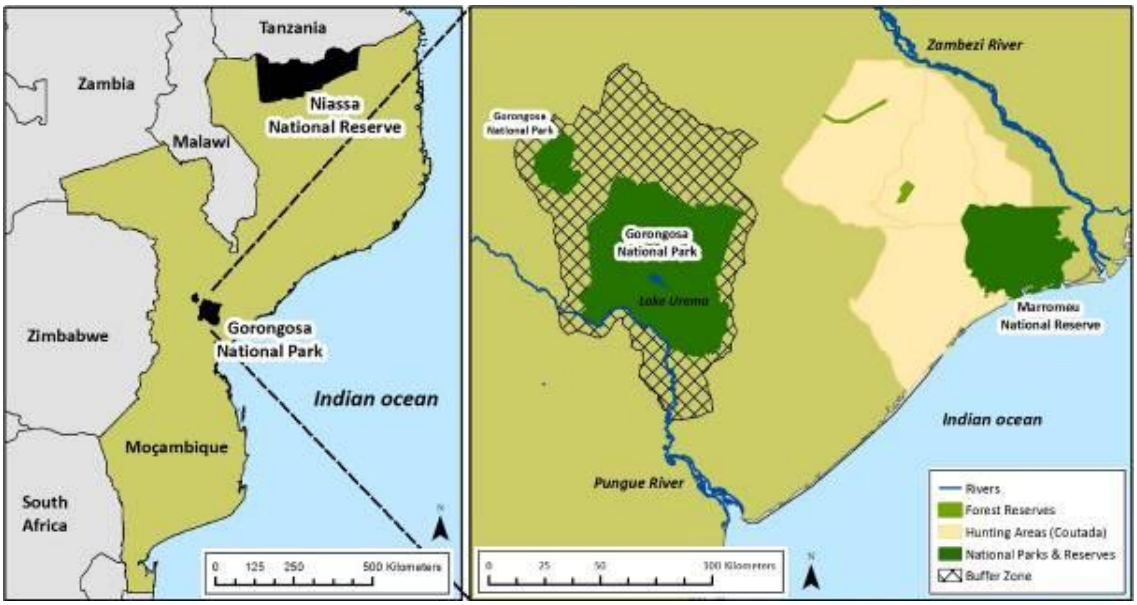


Figure 2. Location of the Greater Gorongosa -Marromeu Landscape and the Niassa National Reserve (NNR).

(i) The ***Gorongosa National Park*** and its buffer zones. A total of 200,000 people live in the buffer zone of the Park. Together this zone covers some 2,127,900 ha with varied ecosystems that mark the southern border of the Rift valley. The area has huge importance for faunal migration, ecosystem services and livelihoods. While the restoration of large game is still ongoing in the Park, key species such as Sable antelope are recovering extremely well. Gorongosa is being developed as a flagship programme demonstrating how wildlife sanctuaries can be recovered, with an impressive track record of increasing populations of elephant and buffalo, and slowly recovering populations of predators such as lions. The Gorongosa National Park itself is under a co-management agreement between ANAC and the NGO Gorongosa Restoration Project (GRP). CBO

[5] The Greater Gorongosa-Marromeu Landscape includes the Gorongosa National Park and its northern, southern and eastern buffer zones (which includes Mount Gorongosa (in itself proclaimed as NP in 2010) various prospective community-based Conservancies and other sites within the former Coutada No. 1), plus Coutadas No. 12, 11, 14 and 10 (which encompass part of the corridor between Gorongosa and Marromeu) and the Marromeu National Reserve.

management of conservancies is yet to emerge. General project activities will be focused mainly on the actual area of Gorongosa NP (407,600 ha)

(ii) The ***Niassa National Reserve (NNR)*** connects to various PAs on the Tanzanian side of the border and encompasses some 4,230,000 ha. NNR is the most important elephant range in Mozambique, with 70% of the national population. This population is contiguous with the southern Tanzanian elephant population – together they were the world's second largest elephant population, poaching has probably reduced this status to 3rd or 4th.There are 35,000-40,000 residents in 40 villages in three main concentrations in the Reserve. More than half of the villages are concentrated in the Mecula-Marrupa Corridor, in the central/south-eastern part of the Reserve. Agriculture is the main economic activity but in value terms it is likely to be exceeded by other activities such as small scale retail and gold mining. A range of cash crops is being promoted by the District Services of Economic Activities (SDAE) such as sesame, maize, vegetables, rice and sorghum grains, but economic returns are generally poor, caused by poor soils in the area. Prevailing slash and burn practices are contributing to rapid habitat loss and fragmentation in the corridor. Since 2012, the NNR has been co-managed by ANAC and the Wildlife Conservation Society (WCS), including oversight of management activities in the privately concessioned tourism blocks.

Thus, total project area of direct influence is 4,637,600 ha.

The project design was developed based on the lessons learned from other projects, both concerning W&FC and IWT technical aspects, as well as implementation approaches. Technically, the PPG phase of this project worked with an International Wildlife Crime specialist, who worked closely with ANAC in developing the entry points for the formulation of the national Strategy. A comprehensive situation analysis and review of best practices has informed that work and also formed part of the project strategy. Lesson from ongoing law enforcement approaches e.g. supported by the Peace Parks Foundation, Conservation Outcomes, and SADC-level policy guidance have been fully embraced. The site specific law enforcement approaches differ for Gorongosa NP and Niassa Reserve, but the project design is completely led by demand articulated by the project partners. A recently undertaken review of the UNDP GEF portfolio performance, specifically highlights the importance of demand-led strategy development. Concerning the community-based co-management and CBNRM approaches considered under component 3 of this project, experience from the Namibian and South African national CBNRM programmes is considered and adapted to the local situations. Notably, lessons learned from the early GEF projects in Namibia such as the GEF 1590 Integrated Community-based Ecosystem Management (ICEMA) project and relevant Mozambican experiences from various projects such as the well-known Tchuma Tchato which was implemented in the 1990'ties, lesson learned by the Mariri Environmental Centre in Niassa as well as the experiences already gained by the GRP in Gorongosa. Previous GEF investments such as the GEF 5225 Mozambique conservation Areas for Biodiversity and Development (MOZBIO) project (WB) and its predecessor GEF 2003 Transfrontier Conservation Areas and Sustainable Tourism Project (WB) and GEF 3753 Sustainable Financing of the Protected Areas System in Mozambique project (UNDP), have been reviewed. Progress on W&FC and IWT supported by USAID and other donors was considered, and a special collaboration with the UNODC's application of the ICCWC Toolkit served as input into the project design. In terms of implementation arrangements, experiences made under GEF 4 working with IPs under a partnership arrangement with ANAC was reviewed and updated to suit the current project context.

The project strategy was discussed with relevant national and international stakeholders, and improved through a validation process and finally approved at a national validation meeting, held on 21 September 2016 in Maputo. Aside ANAC, GRP and WCS, representatives from key government ministries, the Prosecutor General's office as well as representatives of international donors and technical partners were present at the meeting.

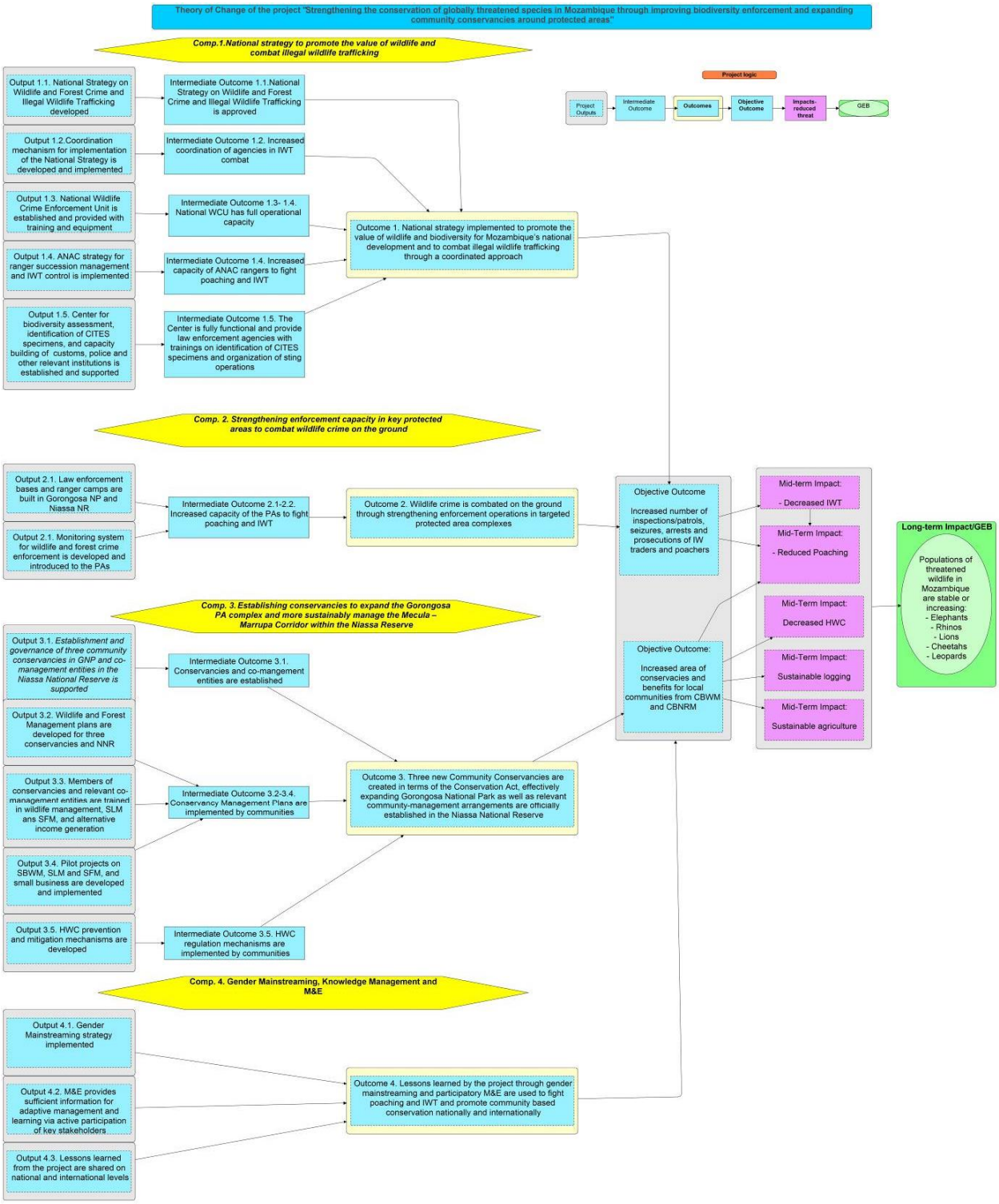


Figure 3. Project Theory of Change (see the barriers addressed on the Fig. 1, assumptions in the Section III, baseline programme description in the section 4.2).

IV. RESULTS AND PARTNERSHIPS

4.1. Expected Results *(see Figure 3)*

The proposed project is carefully designed to achieve following **Long-Term Impact (or GEB):** *Populations of threatened wildlife in Mozambique are stable or increasing.* Elephant, cheetah, lion, and leopard were selected as GWP flagship species to measure success of the programme over the long term (10-15 years). Thus, 20% of increase of target species populations is projected in the project sites by the end of the project (Baseline - Elephants: 4900, Big cats: 4500).

This Long-Term Impact is going to be achieved via decreasing of key threats for the wildlife (Fig.1) showed as **Mid-Term Impacts** (5-10 years) in the ToC: *Decreased IWT***,** *Reduced Poaching, Decreased Human-Wildlife Conflicts, Sustainable Logging and Sustainable Agriculture.* **By the end of the project e**xpected decrease of poaching for elephants and lions is at least 80% in comparison with 2016; 80% decrease of annual number of HWCs is projected in the conservancy areas (baseline – 150 cases).

Threat reduction for wildlife and its habitat will be achieved via achievement of following **Objective Outcomes**:

1) Increased number of inspections/patrols, seizures, arrests and prosecutions of poachers and IW traders on national and regional level (project areas). By the end of the project 50% increase in wildlife product seizures (60 cases/year) (baseline – 30 cases/year*)* and 800% increase in the successful prosecution of poachers and traders in the project sites (baseline – 1 case a year*)* are projected.

2) Increased area of conservancies and increased benefits for local communities from CBWM and CBNRM. Projected increase by the end of the project is 62% increase in number of local communities benefiting from CBNRM (68 communities) (baseline – 42) and 40% increase in number of people benefiting from CBNRM (127,705; 53% - females) (baseline – 91,705; 52% females).

To achieve stated Objective Outcomes, four project Outcomes under relevant Components will be achieved during the project lifetime:

Outcome 1. National strategy implemented to promote the value of wildlife and biodiversity for Mozambique's national development and to combat illegal wildlife trafficking through a coordinated approach as indicated by the following:

- National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking is officially approved and implemented
- National Wildlife Crime Enforcement Unit is established and fully functional
- Center for biodiversity assessment, identification of CITES specimens, and capacity building of customs, police and other relevant institutions is established
- 80% capacity of government agencies (ANAC) on IWT control as indicated by customized UNDP Capacity Development Scorecard

Outcome 2. Wildlife crime is combated on the ground through strengthening enforcement operations in targeted protected area complexes as indicated by the following:

- 51% of increase of density of law enforcement staff in the key areas
- 33% of increase of intensity of patrolling in the key areas
- Monitoring system for wildlife and forest crime enforcement is implemented in Gorongosa NP and Niassa NR
- Improved management of Gorongosa NP (up to 79 METT score) and Niassa NR (up to 60)

Outcome 3. Three new Community Conservancies are created in terms of the Conservation Act, effectively expanding Gorongosa National Park as well as relevant community-management arrangements are officially established in the Niassa National Reserve, as indicated by the following:

- 3 Conservancies with total area of 131,000 ha established
- 2 Wildlife and forest management plans over the area of 600,000 ha are implemented by the conservancies and co-management entities
- HWCs decreased by 80% in the conservancy areas

Outcome 4. Lessons learned by the project through gender mainstreaming and participatory M&E are used to fight poaching and IWT and promote community based conservation nationally and internationally

- Up to 20 national and international organizations take part in the project M&E and adaptive management
- At least 5 project lessons on IWT combat and CBNRM are used by other programmes for conservation
- Gender strategy implemented

To ensure achievement of above Outcomes the project will deliver following key Outputs (project products and services):

Component 1 *National strategy to promote the value of wildlife and combat illegal wildlife trafficking*

Outcome 1. National strategy implemented to promote the value of wildlife and biodiversity for Mozambique's national development and to combat illegal wildlife trafficking through a coordinated approach

Baseline and Co-financing: *The Government of Mozambique is working towards the development of a National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking (NS WFC & IWT). The aim is to develop one decisive strategy that would address outcomes from the ICCWC Toolkit Assessment undertaken in Mozambique during 2016, and national plans such as the National Ivory Action Plan prepared for CITES in 2016. Overall the Government of Mozambique is dedicating USD 5,6 mln. annually towards Environment issues through its Medium Term Expenditure Framework covering the period 2017-2023. A good portion of this money is relevant as baseline co-financing to this project, and includes investments made for park management, staff, operations and ANAC operational costs, but also forestry and other natural resource related law enforcement, the environmental police and public sector human resources management including retirement of staff. The portion of the overall annual budget to the Environment Sector is counted as baseline co-financing of USD 22 mln. over 7 years to the project. Output 1.5 is co-financed through the Gorongosa Restoration Project (GRP), which is already operationalizing the world-standard E.O. Wilson Lab at the Gorongosa Headquarters at Chitengo. Relevant lab facilities, to be expanded by the GEF investment, are available on site as well as relevant technical and management support, facilitating the GEF investments.* All outputs under outcome 1 relate to the draft elements of the National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking, prepared during the PPG phase of the project.

Outcome 1 Key Outputs	
1.1	National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking developed jointly with all national and international role-players
1.2	Coordination mechanism for implementation of the National Strategy is developed and implemented
1.3	National Wildlife Crime Enforcement Unit at ANAC is established and provided with necessary training and equipment
1.4	ANAC strategy for ranger succession management and IWT control is implemented
1.5	Center for biodiversity assessment, identification of CITES specimens, and capacity building of customs, police and other relevant institutions is established and supported

Output 1.1. National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking developed jointly with all national and international role-players

During the PPG phase, key building blocks for a National Strategy to combat Wildlife- Forest Crime were developed with national and international role players and partners. The UNODC conducted in parallel a National Assessment using ICCWC's Wildlife and Forestry Crime Analytic Toolkit. Assessment results have been incorporated into the draft Strategy. The draft Strategy contains defined objectives, components, outputs and key roles for government and non-governmental actors. It serves as foundation for the design of a strategy implementation plan under component 1 of this project. It is recognised that the GEF 6 intervention will be not able to address all strategic approaches of Mozambique's draft National Strategy on combating Wildlife and Forest Crime (W&FC) and IWT, and a few strategic support areas have been prioritised. At this point only initial draft of the Strategy exist. Thus, the project will finalize a full draft of the Strategy given results of UNODC assessment and requirements of the CITES-led National Ivory Action Plan, and initiate its discussion with key stakeholders, including law enforcement agencies, NGOs, PAs, local communities, UNDP and UNODC. Final draft of the Strategy will be submitted to the Government for approval. Once finally adopted, the project will provide target support for the Strategy needs leveraged through political dialogue and multi-institutional ownership building. The Strategy will provide long-term basis for IWT suppression in Mozambique and coordination of all relevant stakeholders and will be coordinated through a national forum. (Output 1.2).

Output 1.2. Coordination mechanism for implementation of the National Strategy is developed and implemented

A key element of the first component is national level coordination with a particular focus on intelligence-led, targeted preventative efforts to decrease illegal wildlife trafficking. Specific efforts will be made by the project to establish a coordination platform for such coordinated action, led by ANAC. Based on the final Strategy, a relevant coordination mechanism will be designed and supported by this project. Currently it is planned as a national forum, based at ANAC with initially the participation of leading law enforcement agencies, with a long term view of incorporating NGOs, representatives of local communities and the private sector. The project will support organization of the forum and initial implementation of its duties.

Output 1.3. National Wildlife Crime Enforcement Unit at ANAC is established and provided with necessary training and equipment

The conceptualised and partially formed WCU will be formalised. The GEF6 project will recruit a high calibre CTA who will assist ANAC in the drafting of the relevant legal and government provisions, help develop an institutional and HR plan for the WCU. A long-term WCU funding strategy for a national W&FC and IWT response will be developed. Donor coordination as well as proactive sourcing of needed funding and support are part of this output. After approval of the document by the Government the WCU will be officially established with relevant staff and funding from government and donor sources.

Capacity and operationalization of the National Wildlife Crime Unit will be supported via trainings and equipment. Specific provisions are made on an ad hoc and demand-led basis to support the implementation of anti-poaching plans for selected priority PAs. This Output will be delivered in partnership with ongoing Moz Bio (GEF 5) project. The actual implementer of the relevant training programmes will be selected following the standard procurement procedure to have at least three competitors for delivery of the relevant services for the best price and quality. Some potential implementers could include WCS, African Field Ranger Training Services, or Conservation Outcomes.

Output 1.4. ANAC strategy for ranger succession management and IWT control is implemented

GEF 6 support will also be rendered to the effective implementation of the ANAC Human Resource Strategy, which aims to retrain rangers and scouts, undertake performance checks and retire those unfit for the job. GEF 6 resources will be commitment to support refreshment courses and evaluations of staff performance, trainings and retirement payments for those unfit for the job. Implementation of the strategy will increase capacity of ANAC to control IWT via strengthening and selection of the most relevant law enforcement staff based on their achievements measured by enforcement indicators.

Output 1.5. Center for biodiversity assessment, identification of CITES specimens, and capacity building of customs, police and other relevant institutions is established and supported

The existing Gorongosa-based Edward O. Wilson Laboratory situated in GNP will be further developed to a national Center for biodiversity assessment, identification of CITES specimens, and capacity building of customs, police and other relevant institutions. Investments focus on expanding the research facility, procuring expert equipment and development/conducting training courses for various target groups including ANAC staff, police, and customs officials, as well as Mozambican scientist in biodiversity identification, with a focus on CITES listed species.

Component 2: *Strengthening enforcement capacity in key protected areas to combat wildlife crime on the ground*

Outcome 2. Wildlife crime is combated on the ground through strengthening enforcement operations in targeted protected area complexes

Baseline and Co-financing: *At Gorongosa National Park a functional Law Enforcement Unit is established, with over 157 staff and an annual budget of USD 1.67 mln. However, the law enforcement infrastructure is currently limited and concentrated in Chitengo Headquarters. GRP is providing USD 6.8 mln. of funding for park management, investments and operations per annum, which are almost entirely all relevant to component 2 as baseline and co-financing investments. Specifically, GRP is co-financing the management and supervision of the GEF infrastructure development, as well as equipment and Human Resources needs for the expansion of the law enforcement sectors to four. The GIS based monitoring system for wildlife and forest crime will also be co-financed by GRP, by supplementing staff investments and office space at the E.O. Wilson lab. Similarly, at Niassa an existing Law Enforcement team is in place and funded. The GEF resources specifically are used to establish and improve infrastructure critically needed for an effective law enforcement response, and improved monitoring of forestry crimes. Note that most of WCS's co-financing of USD 5.1 mln. is allocated to this component.*

Outcome 2 Key Outputs	
2.1	Law enforcement bases and ranger camps to support permanent protection of wildlife are built in Gorongosa NP and Niassa NR
2.2	Monitoring system for wildlife and forest crime enforcement is developed, presented to Gorongosa NP and Niassa NR, and implemented

Component 2 of the GEF6 projects targets the Gorongosa National Park and the Niassa National Reserve. Activities under this component focus on strengthening the enforcement chains in both PAs, addressing critical gaps in the existing systems and addressing immediate needs by project partners.

Output 2.1. Law enforcement bases and ranger camps to support permanent protection of wildlife are built in Gorongosa NP and Niassa NR

Gorongosa NP: Overall park management and law enforcement activities are currently coordinated from the Park's Headquarters in Chitengo, located in the southern part of the Park. While a strong complement of competent staff is undertaking regular monitoring and surveillance in the park, the large size (10,000 km^2) and inaccessibility of it renders the rangers and scouts work difficult. Therefore a 'four sectors' law enforcement approach with northern HQ and permanent law enforcement surveillance and control posts will be strategically introduced in hard to reach vulnerable areas of the Park. Adding to existing investments by the Carr Foundation and conservation partners in strengthening site-level surveillance and patrol efforts, the GEF 6 funding will support the establishment of adequate housing for staff, office infrastructure, and support additional infrastructure such as boreholes, water storage, solar energy, providing relevant equipment and furniture. A detailed infrastructure and procurement plan has been developed during the PPG phase, and a well-developed and detailed budget has been drawn up for the investments. A summary overview is included in Annex Q. After establishment of permanent posts in the four geographic sectors of the Park the inspectors can effectively expand anti-poaching patrolling and provide lasting protection for previous almost unprotected areas.

The GEF6 investment will include the establishment of a "northern HQ" to support and operationalize enforcement control and command structures in the four enforcement blocks of the park. This "northern HQ" will at the same time serve to step up community outreach and engagement (see component 3) with communities in the northern and north-eastern borders of the park, strengthening the buffer zone and expanding conservation operations throughout the Greater Gorongosa-Marromeu Landscape. Establishing a management presence with law enforcement capabilities in the north of the Park will be critically important to curb the human encroachment in the Park along the northern rivers. The potential for establishing community-based monitoring networks in Conservancies around GNP will be scoped in connection with component 3 of the project, to support information gathering, together with improved mechanisms for monitoring wildlife and applying data to support intelligence.

Niassa Reserve: Since 2012, WCS and ANAC have been co-managing the Reserve concentrating on establishing an effective park management team and investing into critical anti-poaching, intelligence and law enforcement work. While an impressive staff complement has been established and major advances in conservation impacts can be seen, there are several immediate needs to strengthen and upscale the operations in the Reserve. The objective is to improve the work and living conditions of staff by providing conditions which motivate, raise the morale and foster a sense of self-worth and purpose- these are prerequisites which promote the desired behaviour from the workforce and lay the foundation for effective law enforcement. The investments will focus on building/ upgrading staff accommodation at Mbatamila HQ and upgrading ranger posts. A detailed infrastructure and procurement plan has been developed during the PPG phase, and a well-developed and detailed budget has been drawn up for the investments. A summary of the full infrastructure plan is included in Annex Q. After establishment the posts will support permanent presence of law enforcement staff in the most remote parts of the Reserve.

Output 2.2 Monitoring system for wildlife and forest crime enforcement is developed, presented to Gorongosa NP and Niassa NR and implemented

Gorongosa NP: Through **output 2.2**, surveillance, law enforcement and anti-poaching efforts in GNP will be scaled up and strategic law enforcement coordination and management enhanced through the establishment of a GIS operations centre at Chitengo Headquarters. The GEF6 Project will invest into infrastructure for the GIS center, field equipment for inspectors, and technical capacity development (trainings for GIS staff and inspectors to collect, analyse and store information) and help to establish a functional monitoring system with the GIS centre supporting the four proposed GNP law enforcement sectors. The centre will serve to capture information from inspector groups on poaching sites, concentration of wildlife, wildlife seizures and arrests of poachers; store relevant information in the spatial database; develop spatial analysis (mapping) to identify poaching hot spots and inform inspector patrols in the park; and monitor law enforcement efforts and their impact on poaching and wildlife populations.

Niassa NR: Output 2.2 focuses specifically on urgent forest crime and SFM related law enforcement, in a specific effort to curb illegal logging and forest related crime endemic in the NNR's north-eastern L9 block L9. The GEF 6 project will support organizational and technical improvement of already established surveillance system in the park and will provide additional financial support for organization and implementation of aerial monitoring of forest crimes in the Reserve. This is a specific priority identified by the project partners and is a co-financed activity.

<u>Component 3: Establishing conservancies to expand the Gorongosa PA complex and establishment of community-management arrangements in Niassa NR, bringing sustainable land and forest management benefits, restoring degraded ecosystems and generating livelihoods</u>

Outcome 3. Three new Community Conservancies are created in terms of the Conservation Act, effectively expanding Gorongosa National Park as well as relevant community-management arrangements are officially established in the Niassa National Reserve.

Baseline and Co-financing: *The Gorongosa Restoration Project (GRP) has a well-developed human development programme implemented in the GNP's buffer zone, both from resources of GRP through the Carr Foundation, but also from USAID. Investments relevant to the Conservancies that will be established formally with GEF funding, amount to approximately USD 20 mln. over the seven year project implementation period. Education, especially women and girl education, health, food security, agriculture and environmental management education initiatives in the buffer zone are established to strengthen out-of-park development, with a strong pull even outside the established park buffer zone. The buffer zone itself is dedicated to conservation compatible land uses, which will be promoted through the establishment of the Conservancies and the GEF investments. The WCS investments into human development in the NNR and especially the Mecula-Marrupa Corridor are still nascent, although a community outreach team is in place. The GEF funds are largely dedicated to improving infrastructure needs to facilitate the community development component such as a community education center at NNR's Headquarter at Mtambila and a community outreach office in Mecula. Further the fundsmake investments into community-led conservation projects within the National Reserve. Careful thinking revolves around how, in the long-term, people can be encouraged to move outside the corridor into more fertile and better developed areas outside the PA, which will be formalized through the GEF investments in terms of agreed to land-use and resource management plans.*

Outcome 3 Key Outputs[6]	
3.1	Establishment and governance community conservancies is supported
3.2.	Wildlife and Forest Management plans are developed for three conservancies around Gorongosa NP and the Mecula-Marrupa Corridor in Niassa NR
3.3.	Members of conservancies and relevant co-management entities are trained in wildlife management, sustainable agriculture and forestry, and alternative income generation
3.4.	Pilot projects on community based wildlife managements, sustainable agriculture, ecosystem restoration and small business are developed and implemented in two project areas, and lesson learnt from the process documented and shared
3.5.	Human-wildlife conflict prevention and mitigation mechanisms are developed and presented to local communities for implementation

<u>*Gorongosa NP & bufferzone*</u>

3 new conservancies will be established and effectively managed for restoring degraded ecosystems in the Greater Gorongosa-Marromeu Landscape (with a focus on the GNP buffer zone) to avoid deforestation, reduce fire frequency and allow regeneration of degraded forests. At this stage, it is assessed that the project will directly help establish 131,000 hectares of new conservancies, land that will be more sustainably managed to play a 'buffer zone' role for the GNP, and that would otherwise be prone to some level of deforestation and degradation, given the human presence and current unsustainable practices such as "slash and burn" agriculture.

The three areas that are earmarked for conservancy development comprise the following: Northern Rift Valley Conservancy (75,000 ha north of the park), where a combination of ecotourism based on world treasure paleontological sites and sustainable hunting for community use may be possible; Pungue River Conservancy (20,000 ha south of the park) which has strong wildlife ecotourism potential; and Cheringoma Sub-complex of

[6] According to the Conservation Law 2014 (and Revision of 2016) these activities are all managed according to a Management Plan (Section IV articles 41 and 43)- ANAC led by the Administrator is the government agency responsible for the management of CA . The CA management board provides support to ANAC in the following: (i) Implementation and review (at least once every 5 years of the management plan, (ii) - Responding to the needs of communities who live legally in CA or buffer zones, (iii) Elaborate strategic development plans for CA's, (iv) Search for new income generating activities that reduce the pressure exerted by local communities on biodiversity, including biodiversity-based businesses, (v) Supervision of the implementation of concession agreements with operators within the context of developing public-private and community partnerships, (vi) Taking of measures to strengthen the conservation capacity within the context of the management plan.

Conservancies (36,000 ha of land east of the park) combining sustainable agriculture and conserved forest that provides the first stage of a planned corridor linking Gorongosa National Park and Marromeu Reserve.

Niassa National Reserve & Mecula-Marrupa corridor

The Mecula-Marrupa Corridor is the principal 150km road link into the Reserve from Marrupa. Although not asphalted, the accessibility attracts a growing number of human settlements and infrastructure development along the Lugenda river and the EN535 road. Of the estimated that 40 villages inside the Niassa Reserve it is assumed that more than half of the villages are along the Mecula-Marrupa Corridor with a higher density in Mecula district (Mecula Sede, Mussoma, Cumela and four small villages within the L4 Block). The linear nature of the human settlements contribute to challenges, such as the blocking of the movement and migration corridors of big animals, conflict of farming along animal corridors and animal poaching.

Output 3.1 Establishment and governance of three community conservancies in GNP and co-management entities in the Niassa National Reserve is supported

GNP. Under this output, a northern and eastern community centre will be established to support the delivery Human Development interventions involved in the community co-management work. Relevant infrastructure investments are being made to ensure that a regular and effective interaction with the local communities can be achieved. Outreach staff need housing and office space, as well as venues for community meetings and trainings are planned. A detailed infrastructure plan has been developed and is included in the budget for this GEF 6 project intervention. Once the centre is operational, staff will be hired who will then engage in a systematic process to help the local Communities in formally establishing the areas as Conservancy, including the final gazetting of it and the preparation of all legal documents required for the Conservancy registrations. Gazetting of conservancies and establishment of relevant bylaws for the management of the conservancy area will be purposed, and land use and economic development options be scoped. Communities will be supported in setting up effective governance structures.

NNR. This output will focus initially on clarifying what the application of the Conservation Act of 2014 means for both PA management and for local communities living within a PA. Jointly with the people residing within the corridor, visions for wildlife management, land-use planning, zoning and management rules will be developed. Option for a formalisation of co-management options will be developed. E.g., agreements between communities and NNR administration on co-management of wildlife and habitat in the Mecula-Marrupa corridor will be developed. People's connectivity with the Niassa Reserve through a dedicated community engagement and education programme will be organized as a part of the Output activities. Community co-management centre and offices (at Mbatamila HQ, and potentially with Mecula outpost/sub) will be constructed as a facility for community trainings and co-management ongoing operations in the area.

Output 3.2. Wildlife and Forest Management plans are developed for three conservancies around Gorongosa NP and the Mecula-Marrupa Corridor in Niassa NR

GNP. This output includes developing capacity for community co-management of wildlife and their habitats (Northern Rift Valley Conservancy Complex (75,000 ha); Cheringoma Sub-complex of Conservancies (36,000 ha), Pungue River Conservancy Complex (20,000 ha) via participatory management planning for conservancies. Initial work under this activity will include visioning and planning activities with conservancy complexes and specific conservancy management plans will be developed by the local communities. The Project will undertake socio-economic and livelihoods assessments and baseline studies, amongst other, all of which will from a useful foundation for the wildlife and forest management plans. Specifically, consultations and collaborations with provincial and district government, other organizations and entities will be facilitated to unlock effective service provision to the local communities by all sectoral institutions. After development, the conservancy management plans will be agreed within communities and other stakeholders and supported for implementation (Outputs 3.3-3.4).

NNR. Work under this output entails the participatory planning of land use options for the Mecula-Marrupa Corridor within the context of the Conversation Law of 2014. The Conservation Act provides new guidance for people living in PAs in Mozambique – and these provisions need to be implemented on the ground. Already ongoing work on developing a strategy as part of the Provincial Development Plan in Niassa will be furthered to also include Cabo Delgado Province. The primary objective is to establish a coherent spatial framework to guide and co-ordinate various conservation, tourism and community needs via community – NNR joint management plans with a key focus on Lugenda river valley – key migration path of Niassa's wildlife population and hotspot for HWC events. During management planning relevant partnerships with Mariri education centre, government services and development partners will be established. The management plans will delineate the borders of the corridor within the reserve; define zones, governance and rules of co-management; set clear management goals for wildlife, habitat, NRR and communities; provide operational guidance for every day co-management operations and benefit sharing.

Output 3.3. Members of conservancies and relevant co-management entities are trained in wildlife management, sustainable agriculture and forestry, and alternative income generation

Local communities in the target areas will be intensively trained in CBNRM, SLM, and SFM including wildlife management, forest regeneration, conservation agriculture, development of alternative sources of income. Part of the trainings will be provided via farmers' field schools that will be supported by the project for development and implementation of appropriate training programs. Training delivery will be supported by multi-year capacity building plan developed for targeted local communities. An assessment based on knowledge of the community and its values will assist in the development of targeted and effective education programs aiming at developing conservation ethics and skills for CBNRM.

Output 3.4. *Pilot projects on community based wildlife managements, sustainable agriculture, ecosystem restoration and small business are developed and implemented*, and lesson learnt from the process documented and shared

Practically this Output support implementation of the conservancy and co-management entities management plans developed under Output 3.2. As part of the plans, appropriate alternative livelihood opportunities will be scoped and where possible established, including through public-private-community partnerships for ecotourism, sustainable bushmeat hunting, sustainable agriculture and forestry, craft making and honey production. Particularly activities that will be supported in the new conservancies under the management plans include a) sustainable farming of key crops – including maize for subsistence, and sesame for sale on local markets, using best-practice techniques such as minimum tillage, and soil and water conservation measures to prevent land degradation and enhance productivity; b) land use planning to set aside pockets of remaining forest and determine sustainable use regimes for them; c) restoration of key pieces of forestland connecting forest parcels in the conservancies with forest blocks in the park and providing corridors for movement of fauna, as well as restoration of key freshwater resources; and d) development of community-based ecotourism programmes. Draft procedures and guidelines for seedling nursery management and in situ plantings will be developed to secure a functioning a community-based seedling nurseries. Protection and restoration of Miombo woodlands in the new conservancies will be supported to ensure carbon benefits. This process will include engaging with the Government of Mozambique's agricultural services, relevant NGOs and private sector partners. While both WCS and GRP support specific community-engagement and human development staff, the support of expert organisations such as e.g. Iniciativa para Terras Comunitárias (iTC), a well-established national NGO will be sought on a contractual basis. Overall, through the involvement by communities in co-management, better law enforcement and respect of the law will result in an increased resource base (especially wildlife) that can realize the economic potential of those areas to the long-term benefit of these communities. All this initiative will be supported as carefully planned pilot projects that will have not only conservation value but will serve as learning centres for local communities on development of different form of CBNRM. Lessons learnt in setting up and piloting Conservancies/ CBNRM approaches in NNR and GNP will be documented and shared with relevant national stakeholders i.e. ANAC/ MITADER. The piloting of CBNRM approaches in PA bufferzones is a critical aspect of the Conservation Act of 2014,

and these two pilots will be important to further point to a way of how Mozambique will successfully engage in community-based conservation and CBNRM in the future.

Output 3.5. Human-wildlife conflict prevention and mitigation mechanisms are developed and presented to local communities for implementation

This output focuses especially on elephant populations in the Pungue River Conservancy Complex (20,000 ha) in GNP and Luenda River valley in NNR. Human-wildlife conflict prevention measures will be developed by the project through participatory processes with focus on HWC-proof land use planning, selection of appropriate crops, deterrents and warning systems based on the world best experience. There have been some pre-consultations that suggest the construction of a fence to protect community croplands in Pungue from damage by elephants, and relevant budget allocations are included in this GEF 6 project. The early project implementation phase will invest further into relevant community consultations on establishing a fence, a feasibility study and participatory management plan. HWC prevention projects of local communities will be supported for implementation, which will potentially include elephant-proof fencing of fields, chilli barriers, electric fences, compensations and insurance mechanisms, land-use planning and zonation for river access, and delimitations of agriculture developments outside a "reserve area" along the river zone.

Component 4: Gender mainstreaming, Knowledge Management & M&E

Outcome 4. Lessons learned by the project through gender mainstreaming and participatory M&E are used to fight poaching and IWT and promote community based conservation nationally and internationally

4.1 Gender mainstreaming strategy implemented.
4.2 M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation
4.3 Lessons learned from law enforcement strategies and community based conservation are shared on national and international levels

This component is a standard component and entails a specific knowledge management activity related to learning about best practices in law enforcement on a site specific level in Mozambique. Such learning is to seen to be particularly important to enrich the National Strategy on W&F C and IWT.

Output 4.1 Gender mainstreaming strategy implemented
This output focuses on systematic inclusion of gender mainstreaming consideration into the project strategy and implementation by all project partners through all project components. The strategy laid out in Section IV, sub-section iv. on Gender Mainstreaming especially detailed in Table 3 will be pursued.

Output 4.2 M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation
Output 4.2 intents to facilitate the systematic tracking of implementation of three key project components via participatory M&E framework. The project will facilitate involvement of NGOs, government organizations and local communities in the M&E process via the project web-site, annual reporting, focus groups, round tables, meetings, and participation in the project board meetings. Resources are specifically set aside to monitor progress and exercise adaptive management to allow for learning and relevant updating of the strategies. To enrich and inform the development of a National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking for Mozambique (component 1) the lessons learnt from the project will be systematically fed back into the national component as well as other project components.

Output 4.3 Lessons learned from law enforcement strategies and community based conservation are shared on national and international levels

The project will facilitate lesson learning process as part of everyday work of the project management team to feed adaptive management process. The lessons will be systemized and shared with interested stakeholder on continuous basis, including ongoing national and international conservation projects. See details in the M&E Plan section. A special focus will be on developing and sharing lessons from the piloting of Conservancies and community-managed areas/ entities for pro-conservation land uses in NNR and GNP with national stakeholders and i.e. ANAC/ MITADER. It is recognised that the implementation of such CBNRM focused approaches is relatively new and novel in Mozambique and although the Conservation Act of 2014 clearly foresees the establishment of such community management conservation areas, no formal Conservancy and CBNRM programme in PAs and their bufferzones *per se* is part of ANAC's work portfolio.

ii. Partnerships:

To increase effectiveness and efficiency the project will actively collaborate with a number of on-going projects and programs to leverage funding, avoid thematic intersections and double-funding, share lessons learned and increase overall positive impact on wildlife in Mozambique. List of proposed partnerships is shown below:

Programs, and Initiatives	**Proposed collaboration**
GEF-funded projects	
GEF 5225 Mozambique conservation Areas for Biodiversity and Development (MOZBIO)	The Mozbio project supports ANAC in implementing critical W&FC and IWT responses in PAs not specifically covered under this GEF 6 project. Specific contributions to implementing the HR succession strategy of ANAC is being sought. Overall the Mozbio project will contribute to implementing the new National W&FC and IWT Strategy.
Global Wildlife Program (GWP)	The Global Wildlife Program (GWP), made up of the GEF and GEF agencies and coordinated by the World Bank is a multi-agency Programmatic Approach. The GWP supports the project through knowledge management and expert support/ oversight during project preparation and implementation. Learning amongst the community of practice of the 19 GWP member-countries is a special service of the GWP, which aims to improve the global anti-poaching, Wildlife and Forest Crime and IWT response.
Government programmes and projects	
ANAC (MITADER)	ANAC (MITADER) finances critical baseline investments for this project. By providing staff salaries, office space and operational costs, the foundation for work under Component 1 is given. Furthermore the rollout of the National W&FC and IWT Strategy to sites beyond the two target sites of this project are supported by ANAC (MITADER) and other partners. A huge anti-poaching effort is ongoing in priority PAs in Mozambique. This project is carefully designed to build on the baseline and provide additional strategic support to strengthen the Governments anti W&FC, anti-poaching and IWT approach. The GEF 6 project will be directly implemented by ANAC, and the PMU will be based at their Headquarters. Senior staff of ANAC has direct oversight over the project management unit as well as the Steering Committee.
Prosecutor's Generals office	The Prosecutor General in Mozambique is specifically engaging in work on W& FC and IWT. Supported by various donors (USAID, EU) various activities are underway, focusing on training. While this GEF 6 project does not make any direct budgetary provisions for strengthening the Prosecutions response, the draft Strategy elements have pillar that related to the judiciary and prosecution. Work therefore is closely linked. On the site level, the law enforcement chain both in Niassa NR and Gorongosa NP do include prosecutors.
Other donor funded WC and IWT programmes and projects	
UNODC	Key results and recommendations from the UNODC ICCWC Assessment have been integrated into the draft National W&FC and IWT Strategy paper and are being considered as part of this project design. UNODC foresees longer-term engagement in Mozambique, and relevant linkages with this project will be made.

Programs, and Initiatives	Proposed collaboration
USAID	USAID is supporting both target sites of the GEF 6 project, as well as the Attorney General's Office with regard to strengthening a W&FC and IWT response. USAID is also currently coordinating the donor community with regards to IWT investments in Mozambique. Synergy is sought for in all investments and a strong collaboration exists. USAID as well as the US Embassy were both closely involved in the GEF 6 project preparation, a joint field trip took pace, as well as representatives were part of the validation process. This collaboration will be continued, and USAID is conserved to join the project SC to continue coordination with other donors as well.
International Conservation Caucus Foundation (ICCF)	ICCF has indicated an interest to support high-level political dialogues and processes relating to strengthening the W&FC and IWT response in Mozambique. While ICCF has not yet specifically worked in Mozambique on IWT related matters, process support to the development and ultimately the implementation of the new National W&FC and IWT Strategy is foreseen. ICCF has worked with various Mozambican role players in the past, including on strengthening a legal response to IWT, as well as site visits to Maputo and Gorongosa with Congress delegates. It was also engaged in delivering an international memorandum of understanding on the Selous-Niassa landscape between Tanzania and Mozambique, building on commitments from the 2014 Arusha Declaration which Mozambique and Tanzania signed.
Baseline investments at target sites and component specific	
National level: ANAC	A great deal of partners support ANAC in their work (see Annex O). Investment range from PA specific management support and co-management arrangements e.g. with Peace Park Foundation, Joaquim Chissano Foundation, as well as support from donors such as the KfW, WB, GEF. Some specific anti-poaching related investments are being made. WCS is supporting ANAC in building up a national response to W&FC IWT. The GEF 6 investments have been carefully designed to address existing gaps and urgent needs to allow for a significant improvement of the current law enforcement response to poaching. ANAC is coordinating its partners, and continues to provide clear guidance as to where support is needed.
Niassa National Reserve	Some concerted support is being delivered to Niassa National Reserve through a number of partners, including government donors, foundations, and even individuals. While the Niassa co-management team has been able to mobilize some support to the anti-poaching efforts in the reserve, many basic support investments are hard to mobilize. Investments, both by Government and international partners, in community development in and around the park has been extremely limited. WCS is acting as IP on behalf of the joint ANAC-WCS co-management team and as such also coordinates the various projects and funds that come to the reserve. A more detailed overview of ongoing project support is included in Annex O. All these form a critical baseline (and co-financing) to ensure that the investments made by the GEF 6 project can work to scale.
Gorongosa NP	Baseline investments in Gorongosa National Park are largely funded by the Carr Foundation conservation/Law Enforcement department, while a significant amount of additional baseline investments are being made in research, tourism development and other aspects of park development. Community outreach and human development is a special focus of the work in Gorongosa. While a number of partners and donors support the Gorongosa NP, all investments are managed by GRP and are carefully directed. Critical gaps and short term requirements are filled by ad-hoc co-financing through the Carr Foundation, on a needs basis. See details in Annex O.

iii. Stakeholder engagement:

Following groups of stakeholders were identified during PPG phase of the project including their roles and involvement in the project:

Stakeholder	*Description*	*Role in project*
Government		
Forestry Division	Division within MITADER responsible for sustainable management of forest resources including community participation in managing the resources sustainably. Main objectives involve the elaboration	- On project board, responsible for forest resource management - Responsible for Forests (W&FC), part of component 1 coordination mechanism led by ANAC

Stakeholder	*Description*	*Role in project*
	and implementation of norms and procedures regarding the sustainable use of forest resources	- Expertise in SFM – linked to components 2 & 3; esp. provincial and district level technical field staff will collaborate with IPs in delivery of work on the ground
Ministry of Agriculture & Food Security (MASA)	This entity defines, plans and execution of regulation concerning in five specific areas: agriculture, animal husbandry, farming water, agro-forestry and food security	- On project board, responsible for sustainable agriculture development (Component 3) - Expertise in CA – linked to component 3; esp. provincial and district level technical field staff will collaborate with IPs in delivery of work on the ground
The Ministry of Sea, Inland Waters and Fisheries	Central organ which directs, coordinates, organizes and ensures the implementation of the policies, strategies relating to the sea areas, inland waters and fisheries	- Responsible for Fisheries/ Marine Crimes (as part of W&FC) - Be part of W&FC/IWT coordination group led by ANAC (Component 1)
Provincial/ District Governments Niassa, Cabo Delgado, Sofala	Responsibility for general administration, planning and development at district level. Districts are responsible for the conservation of the environment, management of natural resources and wildlife, and local socio-economic development. It also promotes awareness concerning the controlled burning, supports alternative energy to charcoal and promotes participatory district planning.	- On project board, represent provincial / local government - Overarching role in community planning and development issues (Component 3) in the respective provinces in the coordination of conservancy management planning, establishment of conservancy government structure and regional planning development affecting the long term vision for the Niassa Reserve
Ministry of the Interior - Police - Immigration	Has the responsibility for ensuring the public law, order and security, identification of national and foreign citizens, control over migration, fires and natural disasters. The Ministry controls the main police forces including the Criminal Investigation (PIC) and the Police of the Republic of Mozambique (PRM) and part of the prison system including pre-trial detentions and maximum security prisons.	- Be leading partner of W&FC/IWT coordination group led by ANAC (Component 1) - The role of PIC in the investigation of organized crime. Key stakeholder for the project strategy to deliver results for Component 1 and 2. - Key partner in delivery/ implementation of National W&FC and IWT Strategy (Component 1) - Key partner of IPs on site-level law enforcement (Component 2)
Autoridade Tributaria – Customs	Autoridade Tributaria controls the movement of goods, including wildlife, in and out of the country and application of duties	- Member of IWT coordination group led by ANAC (Component 1) - Partner in delivery/ implementation of National W&FC and IWT Strategy (Component 1)
Ministry for National Defense and the Military	The three services of the armed defense forces of Mozambique (Forças Armadas de Defesa de Moçambique -FADM) the army, the air force and the navy, form the core of the military sector. The Ministry of National Defense is responsible for the implementing the national defense policies and is responsible for the enforcement and administration of the armed forces and its associated institutions	- Member of W&FC/IWT coordination group led by ANAC (Component 1) - Key partner in delivery/ implementation of National W&FC and IWT Strategy (Component 1) - Key partner of IPs on site-level law enforcement - Support of anti-poaching operations
General Attorney's office	The Attorney General's Office is the highest authority of the public ministries. One of the key objectives is to monitor conformity with the laws and principles of law by local and national state bodies, institutions, firms and cooperatives, civil servants and citizens. Able to target border security, investigate and prosecute in corruption cases. Within General Attorney's office, an environmental crime section has been set up to facilitate joint and coordinated actions to strengthen the capacity of the judiciary in preventing and combating environmental crimes	- Member of W&FC/IWT coordination group led by ANAC (Component 1) - Key partner in delivery/ implementation of National W&FC and IWT Strategy (Component 1) - Key partner of IPs on site-level law enforcement (Component 2) - General Attorney's office critical to ensuring the conformity of the judiciary and government institutions - Coordination of planned USAID and EU-led IWT support to judiciary – to be harmonized with National W&FC and IWT Strategy

Stakeholder	*Description*	*Role in project*
Ministry of Justice	Provides legal advice to the government, guaranteeing citizens right to legal defense and promoting respect for legality. The Ministry established coordination mechanisms with the Supreme Court, provincial, district & municipal courts and the Attorney General's Office.	
NGOs/CBOs		
The Carnivore Niassa Project	NGO focused on conserving lions and other large carnivores in the Niassa National Reserve where they thrive with the full participation and support of the people who live alongside them in the NNR	- Niassa Reserve stakeholders with a community conservancy project within the Niassa Reserve; strategic partner for implementation of community work in Mecula-Marrupa Corridor; utilization of Mariri Conservation and Education Centre (Component 3) - Share regular Carnivore survey data, co-sharing Niassa law enforcement efforts, and knowledge transfer (Component 2)
Other NGOs incl. e.g. IUCN, Traffic, WWF Mozambique, RARE, Ocean Revolution, Marine Megafauna Foundation, Endangered Wildlife Trust	A number of national and international NGOs work in the conservation sector in Mozambique, focusing both on the terrestrial and marine ecosystems. Some of their work focuses on W&FC and IWT issues, and most NGOs will be keen to engage as supporting partners in the implementation of the National W&FC and IWT Strategy.	- Knowledge management and stakeholder engagement esp. with a view to implementing the National W&FC and IWT Strategy will target NGOs - Lessons learnt from NGO led projects including on community engagement will be considered by the IPs and possibly considered for implementation support
CBOS'- communities		
Mecula-Marrupa corridor	Local communities, organized through CBOs and an umbrella organization that is still to emerge with project support, will be will be both the protagonist and the beneficiaries of proposed activities. An estimated 77.229 people live in along the corridor	- Beneficiaries of Component 3, represented on the Project Board - Participation in the project development - Participation in establishment of conservancies (Component 3) - Implementation of pilot project son sustainable agriculture, sustainable forest management , alternative livelihoods incl. on ecotourism potential (Component 3)
GNP conservancy complexes	Local communities, organized through CBOs and an umbrella organization and some already benefiting from project support in the areas of health, conservation agriculture, children education and environmental awareness and sustainable living practices and other. An estimated 56.705 people live in the conservancy complexes	- Beneficiaries of component 3 - Participation in the project development - Lead partners in the establishment of conservancies - Implementation of pilot project son sustainable agriculture, sustainable forest management, wildlife ranching, alternative livelihoods incl. on ecotourism potential, human-wildlife conflict management
DONORS		
Various donor investing into W&FC and IWT i.e. USAID, KfW, EU, UNODC and relevant GEF projects (i.e. MOZBIO)	A number of donors and agencies engage with the Government of Mozambique in strengthening the national response on W&FC and IWT. Investments in law enforcement, intelligence gathering, monitoring and also work with judiciary, customs officers, police, and lawyers all is part of this. USAID leads currently donor coordination mechanisms on these thematic issues.	- USAID as lead of the donor coordination group on W&FC and IWT will be invited as a Board member - Critical baseline investments for all project components
Responsible Parties		
Gorongosa Restoration Project (GRP)	The result of a 20 year Public-Private partnership between the Government of Mozambique and a U.S. non-profit organization- the Carr Foundation. GRP's mission is to restore Gorongosa NP, adopting	- Responsible Party - It is expected that GRP will implement outputs 1.6, and Gorongosa NP specific activities of outputs 2.1, 2.2, 3.1, 3.2, 3.3., 3.4 and 3.5.

Stakeholder	*Description*	*Role in project*
	a conservation model balancing wildlife and community needs focusing on four core areas: Tourism, conservation, science and community	
The Wildlife Conservation Society (WCS)	A US-based global conservation organization with a country chapter in Mozambique – has been co-managing Niassa Reserve with Government of Mozambique strengthening the national protected area system.	- Responsible Party - It is expected that WCS will implement Niassa NR specific activities of outputs 2.1, 2.2, 3.1, 3.2, 3.3., 3.4 and 3.5. - Part of IWT coordination group (component 1)

Stakeholder involvement strategy is outlined in the Annex R. Grievance Redress Mechanism of the project is described in Feasibility section.

iv. Mainstreaming gender[7]:

Gender screening has been undertaken during project preparation using UNDP methodology. Key issues emerging from the screening emerged, as follows: (i) few women are formally employed in the law enforcement chain, esp. focusing on anti-poaching, W&FC and IWT. While the judiciary and prosecutors/ magistrates have some female staff, rangers and scouts on the site level are entirely male; (ii) community-led law enforcement strategies are currently mostly thought of as male-led, while intelligence work on the site level clearly indicates that women are more reliable information bearers than man, and children more reliable than adults; (iii) community enforcement in Mozambique is still anchored strongly in family and community values and exuded through existing structures. The role of the mother is generally very strong, and mothers hold significant powers in ensuring that young people do not engage in unlawful activities – this is an attribute not currently much exploited in community engagement work, including on anti-poaching efforts; (iv) gender considerations are critical to sustainability as well as empowerment in Mozambique. Community work, including on sustainable agriculture, forestry, wildlife management and alternative livelihoods must include specific gender considerations; (v) existing staff complement at ANAC and the two CSO IPs includes more female staff in the fields of community engagement, outreach and education, compared to law enforcement. During the PPG phase, a community engagement specialist was part of the project team, also leading work on gender mainstreaming. Results and recommendations from the gender screening are incorporated into the consultation reports. The PPG list of stakeholder consultations include a gender differentiated listing of individuals (Annex L).

Responding to the key findings from the consultations, the project will focus on gender in a number of ways: (i) empower local women by positioning them and promoting a greater involvement in intelligence networks, attitude shaping and law enforcement, (ii) advocating for inclusion of female scout and ranger staff, adding diversity and new values to the professions and workplace. It is noted that logistical problems may need to be overcomes, such as through a need for separate housing, avoidance of sexual exploitation and other, which will need to be appropriately addressed and managed. A strategy may be pursued which will incorporate female law enforcement staff mostly for office-based opportunities and community conservancies' law enforcement teams, at an early stage. (iii) All community-engagement and outreach activities will be designed and implemented considering gender dimensions, including on household power relationships. The predominant amount of work relating to agriculture, food and firewood gathering, traditional medicine are currently conducted by women, both in Niassa and Gorongosa, although no detailed studies of gender roles are available at this point. Such analysis will be undertaken as part of component 3 for both sites. (iv) the national W&FC and IWT Strategy should be reviewed with a gender lens in mind, to identify specific opportunities that will strengthen the national response to these threats by specifically addressing gender mainstreaming.

[7] During the PPG phase gender mainstreaming was specifically considered. However, given the political-military instability in the region in Gorongosa, it was not possible for the team to travel to the project area and conduct interviews. The gender analysis was largely based on consultation with GRP.

The project falls within the **Gender Targeted** (GEN 2) ranking: The result focus on the number or equity (50/50) of women, men or marginalized populations that were targeted. The project recognizes that culture and local customs play an important role in the self-governance of the local communities and potential change to the *status quo* will require ongoing work for gradual change to occur which is likely to be beyond the project's life. Project interventions seek a greater and more even gender representation with the potential Gender mainstreaming related activities are included in the multi-year workplan accordingly. Furthermore, relevant gender representation on various levels of project governance will be pursued, i.e. through including rules for gender balance in conservancy governance, as well as adequate women representation on the project board. All project staff recruitment shall be specifically undertaken inviting and encouraging women applicants. The TORs for key project staff all incorporate gender mainstreaming related responsibilities.

The project will promote gender mainstreaming and capacity building within its project staff to improve socio-economic understanding of gender issues, and will appoint a designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts in gender issues to utilize their expertise in developing and implementing GEF projects. These requirements will be monitored by the UNDP Gender Focal Point during project implementation.

Table 3. Proposed gender mainstreaming actions for project implementation

Design section	Responsible	Gender Mainstreaming Actions
Component 1: National strategy to promote the value of wildlife and combat illegal wildlife trafficking		
Outputs 1.1 to 1.5.	ANAC	• Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring • Undertake gender mainstreaming exercise and apply to National W&FC and IWT Strategy
Component 2: Strengthening enforcement capacity in key protected areas to combat wildlife crime on the ground		
Output 2.1.	GRP, WCS	• Consider women as part of LE staff; design and implement infrastructure investments in a way that both men and women can be considered on staff
Component 3: Establishing conservancies to expand the Gorongosa PA complex and establishment of community-management arrangements in Niassa NR, bringing sustainable land and forest management benefits, restoring degraded ecosystems and generating livelihoods		
Outputs 3.1 to 3.5	GRP, WCS	• Conservancy/ community governance systems to allow for gender balance • Recruit both male and female staff for community outreach • Implement gender training and tools for work with local communities • Apply gender guidelines to engagement and recruitment of community beneficiaries e.g. "food for work" approach in NNR • Design small-grants/ micro-loan facility with gender as a design and selection criterion
Component 4: Gender Mainstreaming, Knowledge Management & M&E		
	PMU	• Development and implementation of the project gender strategy

Design section	Responsible	Gender Mainstreaming Actions
		• Track gender disaggregated data for M&E • Consider gender related reporting in KM and Lessons Learnt reports
Project Management		
	PMU	• Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring • At inception: gender screening of design • TORs of all staff to include specific responsibilities that support mainstreaming of gender throughout project implementation

v. South-South and Triangular Cooperation (SSTrC):

This project will contribute to the SSTrC in three thematic areas:

- *Sustainable development pathways* sharing Mozambique's best experience in developing and implementation the National W&FC and IWT Strategy as well as sustainable community development amongst the GWP community of practice and with other interested partners. The project will facilitate mutually beneficial development of wildlife management and conservation in Africa via development of international collaboration within the SADC region, and esp. with Tanzania through the implementation of transboundary agreements, as specified in the draft elements of the National W&FC and IWT Strategy. Further such agreements will be developed with Zambia and Malawi, while explicit collaborations with South Africa are already being implemented, but may be further improved. Indirectly the project will contribute to negotiations and agreements on W&FC and IWT with countries of IW demand in South-Eastern Asia, including as facilitated through the GWP.
- *Resilience building* – via establishment of national frameworks for sustainable biodiversity management (incl. the National W&FC and IWT Strategy) and disseminating of this experience to other African countries of GWP child projects.
- *Inclusive and effective democratic governance* – via brining best experience on CBNRM governance from Namibia and South Africa and elsewhere into the design of Component 3 of the project. Both CSO IPs are further refining their strategies in working effectively with the local communities, and are engaging with international partners in developing the most suitable approaches at the site level.

Contribution to SSTrC is incorporated in the design of Components 1, 3 and 4 of the project and will be farther facilitated by GWP's Knowledge Management approach.

V. FEASIBILITY

i. Cost efficiency and effectiveness:

Cost effectiveness of the project will be achieved: a) using best experience in the project design (see Strategy section); b) through strong collaboration with on-going projects and donors via leveraging resources for all project components (see partnership section). Component 1 benefits from investments ongoing or planned by USAID, KfW and the EU on strengthening PA management incl. law enforcement i.e. in the Limpopo TCFA, as well as targeted support to the judiciary and the Prosecutor General's office on W&FC and IWT. Coordination with UNODC's initial work on applying the ICCWC Analytical Toolkit and Assessment has been particularly strong during the project preparatory phase, and will be continued during project implementation, depending on the further engagement of UNODC and partners. For Component 2 and 3 several site specific baseline investments especially focusing on anti-poaching investments are in place (see Annex O for details) are in place or are emerging, and this project specifically addresses identified gaps to a successful law enforcement and community engagement response at the two target sites; c) using existing government structures and staff for implementation of National Strategy; d) full government support of WCU and its activities after establishment in the project framework; e) leveraging additional resources (like human, time, and labor) from local communities and establishment of independent governance system for conservancy management; and f) standard GEF measures for cost effectiveness.

For **Component 1**, investments are made into strategic base activities needed to operationalise the institutional framework for the effective implementation of the National W&FC and IWT Strategy. It is realised that at this point in time an effective WCU is needed within ANAC to lead the vision of the Strategy and coordinate and unlock multi-institutional engagements. Under the current economic and financial crises in Mozambique, it is clear that Government is in no position to invest new resources into an institution such as ANAC or any other related WCU therefore this project makes bold financial investments into strengthening the HR component. It is envisaged that through the engagement of a CTA as well as a fund raiser on a short-term contract, a longer term viable solution will be established, with the Government of Mozambique dedicating much needed national resources to the fight against W&FC and IWT.

The decision to focus the primary investments in two PAs in Mozambique, focuses the resources available to a tangible scale at which impacts can be attainable, especially with a view of investing into workable community engagement strategies. Infrastructure investments under **Component 2 and 3** at the site level in Gorongosa NP and Niassa NR have been carefully scoped during the project preparation. Detailed budgets have been prepared for all investments and are considered state-of-the-art, while being cost efficient. Working with the construction teams of the Implementing Partners will be a particularly cost efficient solution, and the committed and dedicated co-financing ensure full ownership by project partners.

Component 3 will use the best experience on Conservancy programmes in Namibia and work-for-food land care approaches from South Africa, as well as SGP type of investments including in Mozambique to ensure that the most cost efficient practices are implemented.

During implementation, the project will adopt a standard set of measures required for GEF-funded projects to achieve cost-effectiveness and maximise the financial resources available to project intervention activities while decreasing management costs (as already planned in this project document). All activities will be included in the Annual Work Plan, which will be discussed and approved by the Project Board to ensure that proposed actions are relevant and necessary. When the activities are to be implemented and project outputs monitored and evaluated, cost-effectiveness will be taken into account but will not compromise the quality of the outputs.

When hiring third party consultants, the project will follow a standard recruitment and advertising process to have at least three competitors for each consultant position. Selection will be based on qualifications, technical experience and financial proposal, to ensure hiring the best consultant (individual or organization) for optimal

price. Economy fares will be applied for necessary air and road travel, and appropriate lodging facilities will be provided to the project staff that ensures staff safety and cost-effectiveness.

Expenses will be accounted for according UNDP rules and in line with the GEF policy. The project will follow a tendering process for equipment purchase and any printing/publishing that accounts for more than USD 10,000, comparing at least three vendors. In case there is a single vendor only for any activity, appropriate official norms will be followed to obtain approval from UNDP and GEF. Co-location of the PMU with the GSLEP Secretariat will also deliver significant cost-effectiveness in terms of reducing the need to hire technical staff within the PMU.

ii. Risk Management:

As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Management responses to critical risks will also be reported to the GEF in the annual PIR. Overall nine (9) risks have been identified at PPG stage, while the Child Project Concept identified four (4), including a negligable risk on climate change. At PPG stage, the national security threat had escalated as well as the a national finanical crises emerged, risks not similalry apparent during the Child Project Concept stage.

Table 4: Project Risks (full log is included in Annex H).

Description	Probability and Impact	Mitigation
Mozambique is still grappling with insecurity and tensions, particularly around Gorongosa Mountain and in border areas, which may compromise some project's ability to carry out some activities as well as project outputs and outcomes	Probability = 3 Impact = 4 Risk = High	Only one of the project sites would be affected by the conflict. But the partner NGOs (GRP) is on the ground and operating despite the conflict situation, and has been doing so for some time. The project's community engagement strategy for GNP is carefully designed to focus on achieving human development for all local communities, curbing possible local conflicts. If the security risk pertains, the project will follow appropriate instructions and applicable protocols from the UN Department of Safety and Security (UNDSS). All project staff will undergo training in security in the field. Prior to any deployment, project staff, consultants and collaborators will apply for security clearance according to UNDSS procedures. Else, the project can always further limit its interventions on the ground and in this manner reduce the impacts of this risk.
The interests of profit-making groups along the wildlife crime supply chain are stronger that the political will to fight the issue, undermining the project strategy	Probability = 4 Impact = 3 Risk = Moderate	This is a significant risk and has so far undermined anti-wildlife crime efforts. A full understanding of the wildlife crime supply chain in Mozambique ensures that this risk is minimized. Careful and fully consultative project development activities with a range of national and international stakeholders have considered counteractive activities, effective M&E and adaptive management strategy to address new challenges. Amongst other, the Government of Mozambique has recently passed a new law on the penalties for wildlife crime, which is a huge success. The draft elements of the National Strategy to Combat W&FC and IWT developed during the PPG phase is proposing a suite of measures that will be addressed under Component 1 of this project.
Insufficient financial resources allocated to each institution to successfully execute their role in the national strategy on wildlife crime	Probability = 4 Impact = 3 Risk = Moderate	Overall combatting wildlife and forestry crime successfully has been hampered by a lack of funds that can be directly applied where they are needed. This is exacerbated by the current financial crises in Mozambique. More easily accessible funds are needed to help Government implement its park specific anti-poaching plans, including paying salaries for scouts and rangers. The National Strategy includes a specific section on fundraising, and an innovative long-term strategy is needed to deter this risk. Component 1 of this project aims to address this risk.

Description	Probability and Impact	Mitigation
Government agencies unwilling to collaborate and coordinate WC & anti-poaching activities	Probability = 3 Impact = 3 Risk = Moderate	This has been one of the biggest obstacles in the past for successfully combatting wildlife crime. The project is particularly investing into strengthening ANAC's conveying powers, in the belief that the organization is committed to stay engaged and take relevant actions. ANAC will be strengthened to facilitate coordination and collaboration with the police, judiciary, port authorities, customs and others through collaboration agreements between agencies, joint training and information sharing
The capacity needed to operate community conservancies (Component 3) and the feasibility of proposed economic activities is underestimated	Probability = 3 Impact = 3 Risk = Moderate	Capacity building needs are properly considered in the development phase and activities are planned accordingly. More specifically, cost-benefit analysis is applied to the proposed economic activities that are expected to underpin the development of CBO-managed conservancies so that expectations are realistic and managed from the outset. The GEF 6 funding will be invested into assisting the local communities in establishing meaningful conservation compatible projects that will focus on wildlife production, certified forestry development, ecotourism and other. By investing into community outreach, education and engagement it is intended to build the necessary morale and vision for the long-term investments. The GRP is implementing human development and peace building activities around the park, inside and outside the buffer zone, all of which will support the targeted development and uplifting of local people from poverty. Needed structural changes will be effected through the larger Sofala Human Development (SPHD) Programme envisioned by GRP. At Niassa similar investments into the establishment of community-managed entities will be made. However, while the focus is on improved land and forest management, and benefits from conservation compatible incomes such as tourism, no specific income generating livelihood investments within the Reserve area are planned, to avoid a "people pull" effect (see below). At the national level, these methods will be incorporated into the capacity building package to be delivered to CBOs.
The significant project investments into conservancies and community-management in the Mecula-Marrupa corridor could potentially become a magnet for influx of people into the PAs and surrounding areas	Probability = 3 Impact = 3 Risk = Moderate	In Gorongosa NP, all Conservancy investments will be strictly made for conservation compatible uses. Other human development investments will focus outside the park's buffer zone. Linked to the investments of improve LE infrastructure and presence in four LE sectors, as well as the investments into community education especially environmental education, are geared towards ensuring people will stay outside of the PA and engage in conservation compatible practices. The Conservation Act of 2014 will be rigorously applied, enforcing the law that migration into PAs is unlawful. The strategy in the Niassa NR is to first secure the corridor and improve land and forest management, while starting a conversation about land use plans, the implementation of the Conservation Act, and exploring livelihood opportunities outside the PA borders. The Provincial Development and LU plan linked to the Niassa Management Plan is a first step into this direction.
Project incentives that lead to migration and resettlement.	Probability = 2 Impact = 3 Risk = Moderate	In NNR the project investment under component 3, mostly CBNRN work, will be done within the Reserve along the main road between Mecula and Marrupa, called the corridor. While there might be a long-term interest to have people move out of the protected area, this is not focus of this project. In GNP some people who moved into the park during the recent armed conflict in the

Description	Probability and Impact	Mitigation
		adjacent area. A peace agreement is underway and natural migration from the park to home areas is observed. The Park may use this opportunity and more strongly reinforce the rules and borders of the park – while providing new incentives for livelihood opportunities in the bufferzone. The SESP concludes that conservancies will not be the primary reason for resettlement. Migration and resettlement issues as well as various land use planning activities that form part of the development of conservancies warrant continuous close monitoring throughout the project cycle and will be implemented by the project partners.
Earmarked state investments are not made to improve government capacity at central, provincial and local levels to combat wildlife Illegal exploitation due to national financial crisis	Probability = 3 Impact = 3 Risk = Moderate	There are clear signals from the 4GoM that combatting W&FC and IWT are a key priority. While financial resources may temporarily be restricted, a concerted effort is being made to establish a functional PA management system. The GEF 5 MOZBIO project is leading institutional support work, which is considered a critical baseline investment to this project. Close collaborations between MOZBIO and the GEF 6 project are established.
Government agencies unwilling to share information about W&FC, IWT and its law enforcement strategies	Probability = 3 Impact = 2 Risk = Moderate	Needs and priorities of stakeholders will be identified, and constructive dialogue, joint planning and problem solving will be promoted through the coordination mechanism. Dissemination of information, intelligence, knowledge generation and efficient management are central to the success of component 1 of this project. Open-access and the mutual benefits of information sharing will be included in all agreements for databases, websites, etc. sponsored by the project. The stakeholders are responsible for ensuring that terms of the agreements are suitable disseminated within their organisations
Insufficient government oversight to ensure participation of all parties in the implementation of national strategy on wildlife crime	Probability = 3 Impact = 2 Risk = Moderate	ANAC is spearheading the development of the Strategy, and has committed to implementing a broader set of stakeholders in the finalisation of the long-term aspects of the Strategy. ANAC will coordinate a multi-agency coordination group on W&FC and IWT, which will effectively bring together all critical partners. The UNODC Assessment includes recommendations on this matter and it is expected that the GoM will commit to a strong and effective response to the recommendations. By establishing close working relationships with the UNODC team and this project, key priorities will be addressed – reducing the risk identified.
Climate change may affect reforestation, SFM and SLM investments in the long-term by increased draught frequency	Probability = 2 Impact = 2 Risk = Low	Component 3 of the project is dealing with forest management, landscape restoration and enhancement but the benefits not only take a long time to realize, but longer-term processes such as climate change may affect the outcome of implemented activities, and these may be reflected beyond the project's life-time. These are difficult to predict, unless finer-scale, but minimally accurate climate models can be applied. There are gross-scale climate models for Mozambique which predict a generally dryer, warmer and more variable climate in the central and northern areas. These cannot be immediately used for assessing specific risks to forestry investments facilitated by the project. This risk is not likely to have significant impact within the time of influence of the project interventions.

Risk Assessment Guiding Matrix

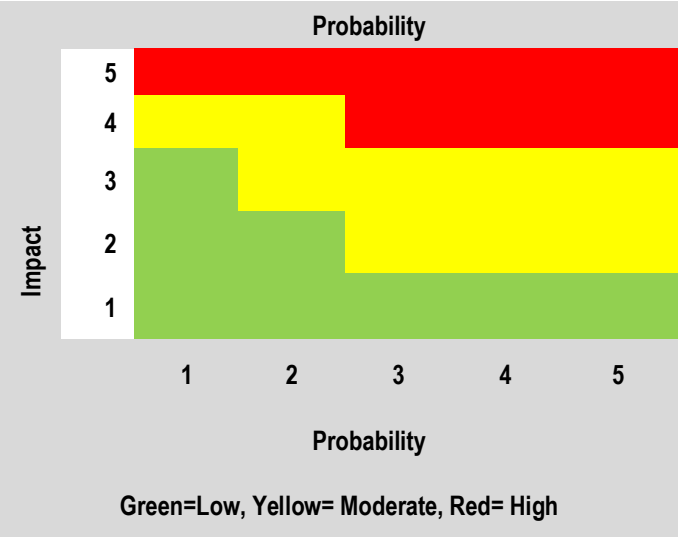
Rating the probability of a risk

Score	Rating
5	Expected
4	High likely
3	Moderately likely
2	Not likely
1	Slight

Rating the impact of a risk

Score	Rating
5	Critical
4	High
3	Medium
2	Low
1	Negligible

Significance of a risk



iii. Social and environmental safeguards (SEPS):

The project has a **moderate risk** rating as indicated in the UNDP Social and Environmental Screening Procedure (SESP), included as Annex F to this project document. The project is designed in a way that ensures gender and socially responsiveness by placing adequate consideration on differential needs of men or women and other disadvantaged groups (see gender mainstreaming section). During the PPG, extensive consultations with local communities took place in the Niassa NR, while community consultations in GRP were undertaken by the local NGO with the community engagement specialist of the PPG team. The PPG team could not secure security clearance to travel together officially to the Gorongosa NP area due to a prevailing armed conflict in the central region of Mozambique. This has been identified as a project risk (see Risk Management section). The conflict potentially also bears some social risks, pertaining to the possible marginalization of specific segments of the population due to their affiliation with RENAMO, the opposition party, and the main opponent to the Government-led forces. Additionally conflict related migration and displacement have social impacts, but in the case of Gorongosa NP also environmental impacts, as many people flee from the conflict into areas within the park boundaries. These displaced people often depend directly on the natural resource base, clear field and forests for habitation, as well as they often engage in subsistence poaching for food. Additionally, the SESP identified that the investments in the Mecula-Marrupa corridor in NNR and the bufferzone of the GNP may lead to migration and a certain possibility of resettlement. In NNR the project investment under component 3, mostly CBNRN work, will be done within the Reserve along the main road between Mecula and Marrupa, called the corridor. While there might be a long-term interest to have people move out of the protected area, this is not focus of this project. In GNP some people who moved into the park during the recent armed conflict in the adjacent area. A peace agreement is underway and natural migration from the park to home areas is observed. The Park may use this opportunity and more strongly reinforce the rules and borders of the park – while providing new incentives for livelihood opportunities in the bufferzone. The SESP concludes that conservancies will not be the primary reason for resettlement.

While the project is focusing on addressing and better managing the risks, it is evident that SEPS considerations need to be taken into account during project planning, implementation and monitoring. Additional assessment of the project intervention potential impact will be conducted at the project inception phase. All activities in the Gorongosa area will be carefully monitored and agreed with local communities and other stakeholders to avoid conflicts and potential negative human rights issues in the area

For work to be carried out at the community level, inter alia through Component 3, the project design highlights the need for equitable distribution of benefits, resources and rights. While the two CSO IPs for the project have experience in working with local communities, it is stressed that relevant planning and implementation of governance structures and guidelines need to be enforced during project implementation. Relevant representation of the key beneficiaries is one critical aspect to ensure a voice on the highest project decision making level.

Pertaining and potentially through anti-poaching successes increased Human-Wildlife Conflicts (HWC) have been identified as a potential threat in the Pungwe Conservancy south of GNP, as well as along the Lugenda river in the Mecula-Marrupa Corridor in the Niassa NR. Specific HWC mitigation strategies will be implemented through the project, and notably a fence is planned within the Pungwe conservancy. The planned fence needs to be fully scoped with the local communities and SEPS need to be fully considered in its realization.

Overall, the nature of the project does not pose any significant risk environmentally. It rather promotes environmental safety by ensuring continued existence of environmental resources including wildlife habitats and species. The project will pursue implementation of human rights based approach by ensuring of full participation of national level stakeholders, local and indigenous communities, including civil society and elected representatives at appropriate level. The project will be implementing measures on the ground that will positively effect local communities and will ensure that human rights approaches are embedded and Aarhus Convention principles are enforced at the local level.

In line with UNDP standard procedures, the Project will set up and manage a grievance redress mechanism (GRM) as recommended by UNDP (2014) that would address project affected persons' (PAP) grievances, complaints, and suggestions. The GRM will be managed and regularly monitored by the PMU. It will comply with the following requirements:

a) ***Uptake.*** **The GRM will have multiple uptake locations and channels**. PAPs in the project areas will be able to submit complaints or suggestions to PMU or members of SC in person, via mail, email, via special page of the Project web-site, and phone. These channels will be locally-appropriate, widely accessible and publicized in written and verbal forms on all project communication materials, and in public locations in the project areas.
b) ***Sort & process.*** **All grievances will be registered by PMU.** All complaints submitted to PMU or members of SC will be registered by the PMU and the complaint will be assigned a unique tracking number upon its submission. PMU will maintain a database with full information on all submitted complaints and responses taken. These data are important to assess trends and patterns of grievances across the Project regions and for monitoring & evaluation purposes.
c) ***Investigate & act*****. Strict complaint resolution procedures will be developed and observed, and personnel at the PMU will be assigned to handle the grievances**. PMU will develop clear and strict grievance redress procedures, and assign responsibilities. To the extent possible, complaints will be handled at the level of PMU, as close as possible to the complainant. Difficult situations and conflicts will be brought to the attention of SC and UNDP CO if PMU is unable to find appropriate solution. Complaints that are beyond the Project scope will be conveyed by PMU to relevant local or regional authorities in the project areas.
d) ***Provide feedback.*** **Feedback will be provided in response to all registered grievances.** PMU will provide feedback by contacting the complainant directly (if his/her identity is known), by reporting on actions taken in community consultations and/or by publishing the results of the complaints on the Project web-site, local newspapers and as part of project materials.

e) ***Enable appeals*. Complainants will be notified of their right to appeal the decision taken by the PMU.** If complainants are not satisfied with PMU response to their grievance, they will be able to appeal the PMU decision to members of SC and UNDP CO via mail, e-mail or the Project web-site.

f) ***Monitor & Evaluate.* The performance of the GRM will be regularly monitored.** As all information about the grievances and their resolution will be recorded and monitored. This data will be used to conduct in-depth analyses of complaint trends and patterns, identify potential weaknesses in the Project implementation, and consider improvements. Environmental and social grievances will be reported to the GEF in the annual PIR. The full SESP screening report is included in Annex F.

iv. Sustainability and Scaling Up:

Sustainability. The project will invest considerable resources in the **institutional sustainability** of the project results via the improvement of legal and enforcement frameworks, long-term protection of two project areas critical for wildlife conservation in Mozambique, establishment of sustainable conservancies managed by local communities and other relevant co-management arrangements, and development of long-term partnerships at national and regional level to control poaching and IWT. These proposed results will have lasting effects for at least 5-15 years after project completion and high probability of prolonged government and community support. Thus, the project has been designed in a participatory manner with ANAC, GRP and WCS as the Responsible Parties. All entities are well established entities and have engaged in long-term contracts for the management of the two key project areas. By working closely with these entities a strong degree of sustainability of the GEF 6 investments in the project area management is projected, as long-term commitments for continued support and collaboration are in place. In terms of an effective W&FC and IWT National Strategy, the project will invest into critical strategic support areas: establishment of National Wildlife Crime Unit, development of collaboration among low enforcement agencies and capacity building of enforcement staff that are critical for long-term and effective control of W&FC and IWT in the country. While some degree of the investments are taken on behalf of the currently cash-strapped Government, the design of the project builds in sustainability component by investing into technical support at ANAC – national coordination center of wildlife conservation with a certain degree of influence within Government.

Successful implementation of the project will catalyse greater interest among other donors, enhancing **financial sustainability** of project outcomes. By building capacity of stakeholders (law enforcement officers and local communities), the project will ensure continued implementation of project outcomes, and replication of successful models at national, international, and regional levels. Increased government and public attention to wildlife conservation and serious IWT issue through the building of partnerships among key national stakeholders will also ensure that wildlife protection and restoration remains a high national and regional priority into the future.

The overall objective of the project is to strengthen conservation of globally threatened wildlife in Mozambique. Thus, the project will contribute directly to the **environmental sustainability** and achievement of obligations of the country under a number of international conventions, including those supported through the GEF mechanisms (CBD, CMS) and CITES. The overall environmental impact of the project is expected to be very positive and an important contribution to sustainable development of Mozambique via enhanced protection of national biodiversity assets. **Social sustainability** of project outcomes will be in compliance with the Social and Environmental Screening Procedure conducted during project preparation (see Annex E for the SESP summary). Overall, the project is expected to improve local community livelihoods and wellbeing through development of community managed conservancies. The SESP identified no expected issues that would result in negative social impacts. The project will promote gender mainstreaming and capacity building within local communities to improve socio-economic understanding of gender issues, and will appoint a designated focal point (or focal points in each site) for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts in gender issues to utilize their expertise in developing and implementing GEF projects. The project will promote financial sustainability for the wildlife and habitat conservation via encouraging government to invest more

national resources in conservation of biodiversity assets, development of sustainable partnerships of local communities with private sector and international donors.

Concerning the community level investments, sustainability considerations are being built into the project design and approach in several ways. First of all, the project will support establishment of functional conservancies and community governance structures using the best experience learned from sustainable conservancy projects elsewehre, including in Namibia and South Africa. Second, careful management planning and established partnerships will allow conservancies to function long after the project completion. Third, development of CBNRM and small business models will significantly contribute to environmental and social sustainability in the project areas. Further support options such as through the Mozambican BioFund – a small grants mechanism geared to supporting community conservation actions in the longer term through an endowment fund – will be linked to the project.

Finally, in order to maximise the sustainability of the project, an exit plan will be developed by the end of year 4, for implementation and tracking during the final year. This will identify a key owner and sustainability mechanism for each of the project's results.

Upscaling. The lessons learned from the project via participatory M&E system will be made available nationally, regionally and globally for replication through the dissemination of project results, recommendations and experiences including demonstration of best practices. This will be achieved through making project information available in a timely manner through the project quraterly bulletins, publications, and website; through GWP, UNDP, and GEF Programme Frameworks, as well as through participation in international fora including CBD events. The project will take steps towards scaling up the on-site enforcement activities piloted through the project across the whole national protected area system. It also lays the groundwork for expansion of conservancies across the country, building on the experience of the pilot conservancies to be established around Gorongosa, as well as through piloting the implementation of the Conservation Act of 2014 in the Mecula-Marrupa corridor in Niassa NR. The upscaling potential of the project in the country is significant. Specific lessons learnt will be derived for upscaling and integration into the National Strategy on IWT.

VI. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s):

Goal 1 ending poverty: through rural development opportunities provided by community-engagement and livelihood improvement interventions at two project sites in Gorongosa and Niassa e.g. application of conservation agriculture, ecotourism opportunities, wildlife ranching, but also through facilitating learning and engagement opportunities. Furthermore the project touches on Goal 2 - food security, Goal 6 - access to water, and Goal 8 -decent work and economic growth. Goals 12 Sustainable Consumption and Production patterns will address both, reducing demand for illegal wildlife products (through the GWP), but also improve natural resource and agricultural production in PA buffer and usage zones. Goal 15 Life on land: Numerous efforts are made through the project to improve terrestrial ecosystem management through the project including the Conservancy and community-co-management support. Goal 16 Peaceful and inclusive development: is especially embedded into project Component 3, which also entails specific Human Wildlife Conflict resolution interventions. It also is addressed through Component 1 and 2, which aim to support domestic law enforcement and reducing the level of crime and security risk to communities associated with wildlife and forest crime and IWT. Goal 17 Means of implementation and partnerships: bringing Mozambique as a critical player into a 19-country strong global $131 million program and partnership that is expected to leverage $704 million in additional co-financing over seven years.

This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:

Outcome 9: Most vulnerable people in Mozambique benefit from inclusive, equitable and sustainable management of natural resources and the environment

This project will be linked to the following output of the UNDP Strategic Plan:

Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
Project Objective: *To strengthen the conservation of globally threatened species in Mozambique through implementation of the Conservation Areas Act – improving biodiversity enforcement and expanding protected areas through community conservancies and targeted rural development action*	**Indicator 1.** *IRR Output 2.5 indicator 2.5.1:* Extent to which national legal, policy, and institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.	*No National W&FC and IWT Strategy adopted* *No WCU exists*	*National W&FC and IWT Strategy adopted by GoM (received the endorsement of the Council of Ministers)* *WCU is established with at least 3 technical staff*	*National W&FC and IWT Strategy implemented*[8] *WCU fully staffed and operational*[9]	National Government will improve W&FC national legal, policy and institutional framework based on the project outputs Government will provide necessary funding and infrastructure to support WCU operations, partly from International donors
	Indicator 2. Number of direct project beneficiaries: - (UNDAF indicator 9.4.2): Nº. of communities benefiting from NRM related revenues - Number of local people in	*42 (2014)* *44,263 (male)*	*52* *50,263 (male)*	*68* *60,263 (male)*	Local people will use opportunities on CBWM and CBNRM provided by the project. Local people will have economic and social benefits from engaging in conservancy management; fair system to share benefits among community members is present

[8] Evidenced by regular review meetings of Strategy implementation progress, reported at annual ANAC staff meeting.

[9] Evidenced by recruitment of all agreed to staff and absorption of costs by Government or agreed to and implemented funding plan.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
	project areas benefiting from engagement in conservation activities and/or improved livelihoods attributable to the project (male/female)	*47,442 (female)*	*57,442 (female)*	*67,442 (female)*	Legal framework is sufficient to ensure effective CBWM and CBNRM in conservancies and other relevant co-management arrangements Govt. of Mozambique enforces the provisions of the Conservation Act of 2014
	Indicator 3. Number of individuals of IWT flagship species (e.g. lion, cheetah, leopard, rhino, elephant) at the project sites (site level)	*Elephants: 4900* *Big cats: 4500*	*Elephants: 5300* *Big cats: 4865*	*Elephants: 5961* *Big cats: 5475*	In result of increased low enforcement and community participation in conservation number of poaching cases will decrease and "normal" population growth will take place at a 4% p.a. level.
Outcome 1 National strategy implemented to promote the value of wildlife and biodiversity for Mozambique's national development and to combat illegal wildlife trafficking through a coordinated approach	**Indicator 1.** Presence of operational coordination mechanism to implement W&FC Strategy	*No coordination mechanism in place*	*Coordination mechanism set up*	*Coordination mechanism fully operational, with at least quarterly meetings taking place, and at least 10 major institutions/ players represented,*	National W&FC and IWT Strategy prepared and adopted, including a multi-institutional coordination mechanism.
	Indicator 2. Capacity of ANAC on IWT control as indicated by customized UNDP Capacity Development Scorecard	*Score of 43*	*Score of 65*	*Score of 80*	National Wildlife Crime Unit will be established by the Government. Collaboration among enforcement agencies will be established Enforcement officers will use knew skills and equipment to control IWT more effectively with adequate support from the Government
Outcome 2 Wildlife crime is combated on the ground through strengthening enforcement operations in targeted protected area complexes	**Indicator 1.** Results of law enforcement on poaching and IWT in the project areas (site level): a. # of law enforcement staff/km²[1] b. # of patrol person-days/month c. # of arrests/patrol month f. # of wildlife/wildlife product seizures at program sites[4] /year	*a.0.0053* *b. 1800* *c .0.4* *f. 30* *g. 2* *h. 1*	*a. 0.006* *b. 2000* *c. 2* *f. 60* *g. 10* *h. 8*	*a. 0.008* *b. 2400* *c. 1* *f. 30* *g. 8* *h. 8*	New ranger bases and camps will be used by the PAs to organize permanent and effective control over the area Wildlife crime monitoring system provides sufficient information for enforcement to implement successful operations and progressively discouraging poaching. Therefore also the end of project targets are reduced.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
	g. # of investigations that lead to arrests of wildlife/wildlife / products smugglers/ a year h. # of prosecutions of wildlife/wildlife product smugglers / year				
	Indicator 2. Level of management effectiveness at site level as measured by METT score	*GRP:* 69 *Niassa:* 43	*GRP:* 72 *Niassa:* 50	*GRP:* 78 *Niassa:* 60	Improved infrastructure and surveillance investments will add significantly to improving METT.
Outcome 3 Three new Community Conservancies are created in terms of the Conservation Act, effectively expanding Gorongosa National Park as well as relevant community-management arrangements are officially established in the Niassa National Reserve	**Indicator 1.** Total number/area of new conservancies officially established in the project areas (ha)	GRP: 0/0 Niassa: Ha of Mecula-Marrupa corridor *(TBD at inception)* – 0/0 under conservation agreement	GRP: 1/35,000 Niassa: Area (ha) *(TBD at inception* /20% of corridor under conservation / SLM/sust. NRM agreement	GRP: 3/130,000 (fully gazetted) Niassa: Area (ha) *(TBD at inception* / 70% of corridor under conservation / SLM/sust. NRM agreement	Relevant government agencies will approve establishment of new community conservancies based on new legislation Local people are interested to establish conservancies and other relevant co-management arrangements to improve livelihood
	Indicator 2. Annual number of HWC in conservancy area	*GNP:* *150* *NNR:* *baseline will be established in the first year of the project that)*	*GNP:* *80* *NNR:* *30% decrease*	*GNP:* *30* *NNR:* *50% decrease*	Prevention measure suggested by the project are implemented by local communities to decrease number of HWC
	Indicator 3. # of integrated landscape management plans implemented	1	2	2	The existing integrated landscape management plan at Gorongosa will be updated.
	Indicator 4. Area (ha) under SLM/SFM	361,900	450,000	600,000	Gorongosa plan further implemented; Niassa work in Mecula-Marrupa corridor added. Specifications for ha extent of area under SLM/SFM for NNR TBD. Local people are actively engaging in Conservation Agriculture (SLM) and SFM

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
					activities as a source of additional income
Outcome 4 Lessons learned by the project through gender mainstreaming, participatory M&E are used to fight poaching and IWT and promote community based conservation nationally and internationally	Indicator 1. Number of project lessons on IWT control and CBNRM used in development and implementation of other conservation projects, with at least one lesson on gender mainstreaming	*0*	*2*	*5*	Other stakeholders are interested in the lessons learned by this project
	Indicator 2. (a)Number of national and international organizations that participate in the project M&E and provide feedback to the Management Team; (b) % of women among all participants of the project activities, including M&E	*a) At least 5 in PSC* *b) 5%*	*a) At least 10* *b) >20%*	*a) At least 20* *b) >30%*	Other stakeholders are interested to participate in the project M&E Government of Mozambique welcomes broad participation of organizations in M&E activities Women are interested to participate in the project directly

VII. MONITORING AND EVALUATION (M&E) PLAN

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results via implementation of *Outcome 4: Lessons learned by the project through participatory M&E are used to fight poaching and IWT and promote community based conservation nationally and internationally*

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.

M&E Oversight and monitoring responsibilities:

Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The Project Manager will develop annual work plans based on the multi-year work plan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc..) occur on a regular basis.

Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

Project Implementing Partner: The Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. 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 by and generated by the project supports national systems.

UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in

the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

Audit: The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.[10]

Additional GEF monitoring and reporting requirements:
Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:
a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation;
b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
c) Review the results framework and finalize the indicators, means of verification 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 in M&E;
e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
g) Plan and schedule Project Board meetings and finalize the first year annual work plan.

The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.

GEF Project Implementation Report (PIR): The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR

[10] See guidance here: https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx

submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

GEF Focal Area Tracking Tools: The Global Wildlife Programme (GWP) GEF-6 Tracking Tool will be used to monitor global environmental benefits of the project results. The baseline/CEO Endorsement GWP GEF Tracking Tool – submitted in Annex D to this project document – will be updated by the Project Manager/Team and shared with *the* mid-term review consultants and terminal evaluation consultants (not the evaluation consultants hired to undertake the *MTR* or the TE) before the required review/evaluation missions take place. The updated GWP GEF Tracking Tool will be submitted to the GEF along with the completed Mid-term Review report and Terminal Evaluation report.

Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publically available in English on the UNDP ERC.

The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

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

Table 5: Mandatory GEF M&E Requirements and M&E Budget

GEF M&E requirements	**Primary responsibility**	**Indicative costs to be charged to the Project Budget[11] (USD)**		**Time frame**
		GEF grant	**Co-financing**	
Inception Workshop	UNDP Country Office	USD 11,000		Within two months of project document signature
Inception Report	Project Manager	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	Per year: USD 4,000	None	Annually
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	Per year: USD 9,000[12]	None	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager	USD 50,000	None	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None	None	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	None for time of project manager, and UNDP CO	None	On-going

[11] Excluding project team staff time and UNDP staff time and travel expenses.

[12] Audit budget for three IPs, because the project will be split in three different projects

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[11] (USD)		Time frame
		GEF grant	Co-financing	
Project Board meetings	Project Board UNDP Country Office Project Manager	Per year: USD 4,000	None	Annually
Supervision missions	UNDP Country Office	None[13]	None	Annually
Oversight missions	UNDP-GEF team	None13	None	Troubleshooting as needed
Knowledge management as outlined in Outcome 4	Project Manager	USD 100,000	None	On-going
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None	None	To be determined.
Mid-term GEF Tracking Tool to be updated by ANAC	Project Manager	USD 10,000	None	Before mid-term review mission takes place.
Independent Mid-term Review (MTR) and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 30,000	None	Between 2nd and 3rd PIR.
Terminal GEF Tracking Tool to be updated by (add name of national/regional institute if relevant)	Project Manager	USD 10,000		Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 50,000		At least three months before operational closure
Translation of MTR and TE reports into English/or Portuguese	UNDP Country Office	USD 10,000		
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		*USD 390,000**		

**It is noted that the M&E budget is below 3% of the overall GEF investment. It is argued that due to high infrastructure investments programmes in this project, the overall budget is comparatively high, but does not render the need for inflated M&E costs. The infrastructure component of the project has been carefully scoped during the PPG phase, and funds for construction work supervision through the IPs have been programmed under the relevant components, as integral part of the main budget.*

[13] The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism: The project will be implemented over a aperiod of seven years.

The project will be implemented by three Implementing Partners namely: The National Agency for Conservation Areas (ANAC), The Gorongosa Restoration Project (GRP) and The Wildlife Conservation Society (WCS). Oversight of project activities will be the responsibility of the Project Board/Project Steering Committee (PSC) (See Annex E). However, the Project Board can establish Project Advisory Committee, meant to be a platform that engages all stakeholders relevant for the project at the site-level (to meet regularly), which would provide technical advice to the project, and assure linkages and synergy with PMU and the PSC. Regular operational oversight and overall executiion of the project will be ensured by UNDP, through the UNDP Office in Maputo, and strategic oversight at UNDP/GEF Regional and HQ levels. Project activities will be undertaken by relevant governmental, non-governmental, parastatal, private sector and community based entities. The Implementing Partners will remain accountable to UNDP for the delivery of agreed outputs, and for financial management, including the cost-effectiveness of project activities.

The three **Implementing Partners** for this project:

- **The National Agency for Conservation Areas (ANAC)** under the Ministry of Land, the Environment and Rural Development (MITADER), using UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Mozambique, and the Country Programme, and with UNDP's support to the project (CO). This arrangement is subject to the positive capacity assessment of the government institution. It is expected that ANAC will implement outputs 1.1, 1.2, 1.3, 1.4, 1.5 host the Project Management Unit (PMU), which will be responsible for component 4, and be responsible for overall project delivery and performance.
- **The Gorongosa Restoration Project (GRP)** using an IP implementation modality. This arrangement is subject to the positive capacity assessment of the NGO. A Project Cooperation Agreement (PCA) will be signed with NGO if the capacity assessment is positive. It is expected that GRP will implement outputs 1.6, and Gorongosa NP specific activities of outputs 2.1, 2.2, 3.1, 3.2, 3.3., 3.4 and 3.5.
- **The Wildlife Conservation Society (WCS),** Mozambique country office, on behalf of the WCS-ANAC Niassa co-management arrangement, using an IP implementation modality. This arrangement is subject to the positive capacity assessment of the NGO. A Project Cooperation Agreement (PCA) will be signed will be signed with NGO in if the capacity assessment is positive. It is expected that WCS will implement Niassa NR specific activities of outputs 2.1, 2.2, 3.1, 3.2, 3.3., 3.4 and 3.5.

Each Implementing Partner is responsible and accountable for managing the respective components and outputs of this project under their responsibility, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. The project organisation structure[14] is as follows:

[14] Definition of terms:
Suppliers: individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project.
Beneficiary Representative: individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

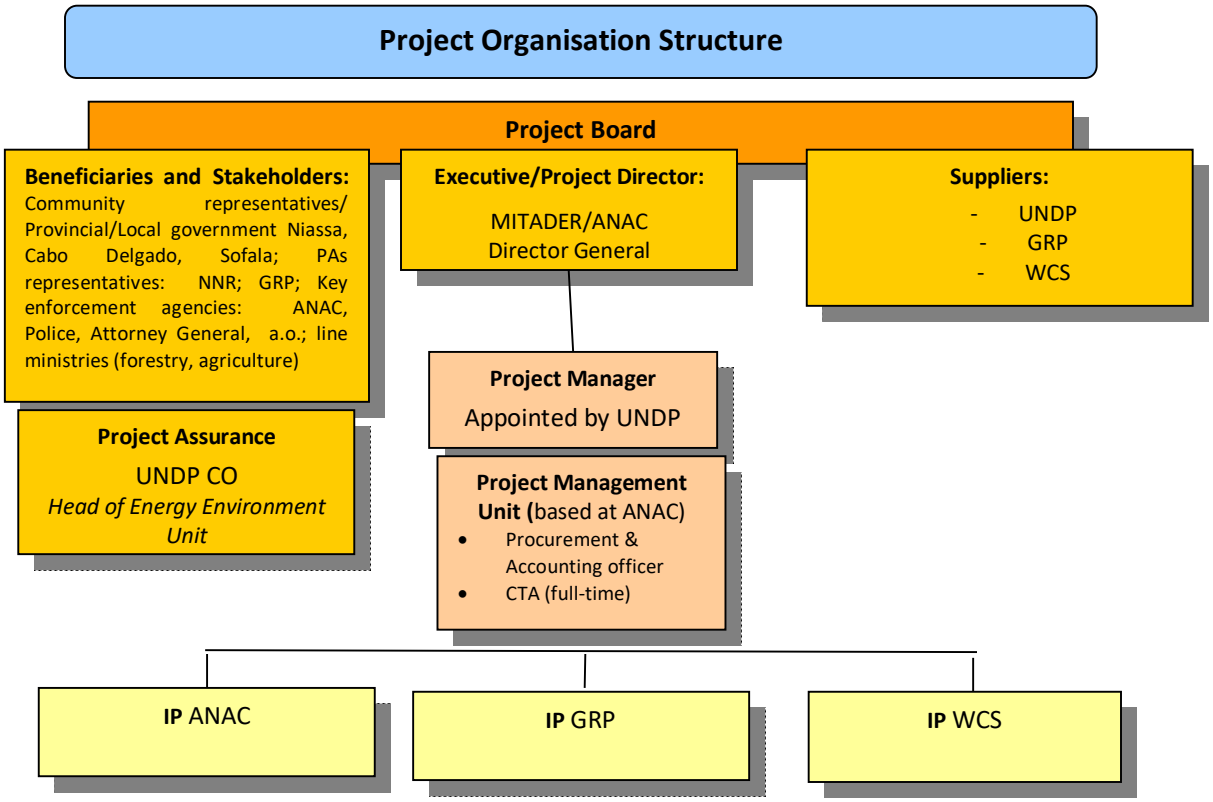


Figure 3. Project organisation structure.

The **Project Board** (also called Project Steering Committee) is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. 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 a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. The terms of reference for the Project Board are contained in Annex E. The Project Board is comprised of the following institutions: MINEC (Ministerio dos Negocioa Estrangeiros e Cooperacao), MITADER, ANAC, UNDP, GRP, WCS, NGO represetnative, representatives of the Provincial Governments of Niassa, Cabo Delago & District level representatives from Sofala Province[15], possible other representatives of a W&FC/IWT coordination group (police, military, customs, judiciary), as well as relevant line Ministries and DIrectorates such as the Ministry of Agriculture and Food Security (MASA), the Directorate of Forests (MITADER). A representative of the donor community will be invited on the board[16]. The Project Board will meet after the Inception Workshop and at least once each year thereafter.

The **Project Manager** will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager function will end when the final project terminal evaluation report, and other documentation required by the GEF and UNDP, has been completed and submitted to

[15] For Gorongosa the Provincial Director of Land, Environment and Rural Development (DIPTADER), and a representative of the District Administrators for Nhamatanda, Gorongosa, Cheringoma and Muanza should be represented.

[16] Possibly USAID, due to their strong commitment to combatting IWT in southern Africa and Mozambique, investing into critical baseline projects for this initiative.

UNDP (including operational closure of the project). The terms of reference for the Project Manager are contained in Annex E.

The **project assurance** roll will be provided by the UNDP Country Office. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.

Governance role for project target groups: The representatives of the Provincial Governments of Niassa, Cabo Delago & Sofala are delegated to represent the project target groups on the natioal Project Board/Steering Committee. Elected representatives of the community entities under component 3 of the project will represent the concerns of the local communities in the implementation of the projects activities in the planneed Conservancies and within the communities in the Mecula-Marrupa Corridor. For Gorongosa the District Administrators for Nhamatanda, Gorongosa, Cheringoma and Muanza should be represented, and for Niassa the District Administrators for Mecula and Possibly Marrupa. Relevant community representation will be determined during the inception phase, with a view of established representative governance set-ups for the conservancies and co-management entities to be set-up.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information**:** In order 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 in accordance with relevant policies notably the UNDP Disclosure Policy[17] and the GEF policy on public involvement[18].

Project Management*:* The Project Manager will be supported by a Procurement and Accounting Officer, and together they form the Project Management Unit (PMU). The PMU will be housed within ANAC. The TORs for both the Project Manager and the Procurement and Accounting Officer are included in Annex E. Component 1 of this project is additionally suppported through a Chief technical Advisor (CTA), on a full-time basis. The CTA will be considered to be part of ANAC, however may be based within the PMU. The TORs for the CTA are also included in Annex E.

Notably all project staff will be recruited by UNDP.

[17] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

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

IX. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 80,550,000. This is financed through a GEF grant of USD 15,750,000, USD 700,000 in cash co-financing to be administered by UNDP and USD 64,100,000 in other co-financing. The GEF funding allocated to one NIM project and two NGO Implementation Projects. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to the UNDP bank account only. For this project document with ANAC as the implementing partner, total GEF approved budget is US$3,641,500.

Co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned co-financing will be used as follows:

Co-financing source	Co-financing type	Co-financing amount, USD	Planned Activities/Outputs	Risks	Risk Mitigation Measures
Recipient Government – ANAC	In-kind	2,000,000	Specifically: Outputs 1.1, 1.2, 1.3, 1.4, 1.5 as well as co-mgt NNR, component 4 and Project Management • Office space for PMU and on park level • Use of vehicles and equipment at HQ and at sites • Training venue at site level • Support infrastructure of environment sector partners incl. Environmental Police, a.o.	Current financial crises of GoM may lead to staff salaries and office rentals delayed or decreased	*Support key functions for project from project budget*
	Grants	20,000,000	• WCU staff salaries and operation expenses • Salaries and operations of field rangers and scouts in relevant PAs throughout the country • Basic retirement and severance payments for government staff • Usage of vehicles and equipment – maintenance and fuel etc.		
CSO: GRP	In-kind	3,000,000	*Specifically outputs 1.6, and Gorongosa NP specific activities of outputs 2.1, 2.2, 3.1, 3.2, 3.3., 3.4 and 3.5.* • Biodiversity assessment/ survey lab baseline investments • Admin and management offices • Use of existing infrastructure and equipment such as vehicles, LE support equipment	No risk – fully committed for project period and beyond	--
	Grants	34,000,000	• GRP costs for overseeing and managing infrastructure/building costs (see detailed infrastructure plans) • Equipment for all newly installed infrastructure (all components) • Salaries for law enforcement staff esp. those to be deployed to new enforcement centres • Lead staff for community outreach (salaries)		

Co-financing source	Co-financing type	Co-financing amount, USD	Planned Activities/Outputs	Risks	Risk Mitigation Measures
			• Continuation of all park functions, salaries, investments, research, training • Management support and M&E of project implementation		
CSO: WCS	in-kind	600,000	*Specifically Niassa NR specific activities of outputs 2.1, 2.2, 3.1, 3.2, 3.3., 3.4 and 3.5.* • Admin and management offices • Use of existing infrastructure and equipment such as vehicles, LE support equipment	No risk – fully committed for project period and beyond	
	Grants	4,500,000	• Cover WCS some costs for overseeing and managing infrastructure/building costs (see detailed infrastructure plans) • Equipment for newly installed infrastructure (components 2 & 3) • Salaries for law enforcement staff already on payroll • Co-financing of staff for community outreach • Continuation of all reserve mgt. functions, salaries, training, law enforcement • Management support and M&E of project implementation		
GEF Agency – UNDP	Grants	700,000	• Trainings and pay-offs for ANAC ranger succession management • PMU support	No risk – fully committed	

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

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

Financial completion: The project will be financially closed when the following conditions have been met:
a) The project is operationally completed or has been cancelled;
b) The Implementing Partner has reported all financial transactions to UNDP;
c) UNDP has closed the accounts for the project;
d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Financial and other procedures

The Implementing Partner will utilize the FACE and HACT mechanisms and provide at the end of each quarter both the financial report and narrative report to UNDP. The Implementing Partner will use the following procedures and transfer modalities for requesting cash and reporting on its utilization – (i) *Direct Cash Transfer* – This will be in the form of an advance disbursed to the Implementing Partner for obligations and expenditures to be made by them in support of activities in annual work plans (AWPs); (ii) *Direct Payments* – This would be payments to vendors and other third parties for obligations incurred by the Implementing Partner in support of activities agreed in AWPs; and (iii) *Reimbursement* – This would be reimbursements to the Implementation Partner for obligations made and expenditure incurred by them in support of activities agreed in AWPs.

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00100673	Atlas Primary Output Project ID:	00103502
Atlas Proposal or Award Title:	IWT Mozambique		
Atlas Business Unit	MOZ10		
Atlas Primary Output Project Title	Strengthening the conservation of globally threatened species in Mozambique through improving biodiversity enforcement and expanding community conservancies around protected areas		
UNDP-GEF PIMS No.	5474		
Implementing Partner & Responsible Parties	ANAC		

GEF Outcome/Atlas Activity	Implementing Partner	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Amount Year 7 (USD)	Total (USD)	Budget Note
Component 1: National strategy to promote the value of wildlife and combat illegal wildlife trafficking	**ANAC**	**6200**	**GEF TF**	71200	International Consultants	$120,000	$180,000	$180,000	$180,000	$180,000	$180,000	$0	$1,020,000	1
				71400	Contractual Services	$50,000	$120,000	$120,000	$100,000	$100,000	$0	$0	$490,000	2
				71600	Travel	$28,000	$60,000	$60,000	$50,000	$50,000	$45,000	$5,000	$298,000	3
				72200	Equipment and Furniture	$130,000	$110,000	$50,000	$30,000	$30,000	$25,000	$5,000	$380,000	4
				72300	Materials and Goods	$20,000	$40,000	$30,000	$30,000	$10,000	$5,000	$5,000	$140,000	5
				72400	Communication & Audio Visual Equipment	$20,000	$10,000	$10,000	$6,000	$6,000	$4,000	$4,000	$60,000	6
				75700	Trainings and workshops	$20,000	$50,000	$50,000	$40,000	$40,000	$0	$0	$200,000	7
					sub-total GEF outcome 1	**$388,000**	**$570,000**	**$500,000**	**$436,000**	**$416,000**	**$259,000**	**$19,000**	**$2,588,000**	
			UNDP	74100	Contractual Services - individuals	$100,000	$100,000	$100,000	$100,000	$100,000	$20,000	$20,000	$540,000	14
					sub-total UNDP outcome 1	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$20,000**	**$20,000**	**$540,000**	
					Total Outcome 1	**$488,000**	**$670,000**	**$600,000**	**$536,000**	**$516,000**	**$279,000**	**$39,000**	**$3,128,000**	
Component 4. Gender Mainstreaming, Knowledge Management and M&E	**ANAC**	**6200**	**GEF TF**	74100	Professional Services	$20,000	$15,000	$15,000	$15,000	$15,000	$15,000	$31,000	$126,000	40
				71200	International Consultants	$23,000	$12,000	$57,000	$12,000	$12,000	$12,000	$77,000	$205,000	41
					Sub-total GEF outcome 4	**$43,000**	**$27,000**	**$72,000**	**$27,000**	**$27,000**	**$27,000**	**$108,000**	$331,000	
					Total Outcome 4	**$43,000**	**$27,000**	**$72,000**	**$27,000**	**$27,000**	**$27,000**	**$108,000**	**$331,000**	
Project management unit	**ANAC**	**6200**	**GEF TF**	71300	Local Consultants	$80,000	$80,000	$80,000	$80,000	$80,000	$80,000	$80,000	$560,000	42
				71600	Travel	$15,000	$15,000	$15,000	$15,000	$15,000	$7,500	$5,000	$87,500	43
				72200	Equipment and Furniture	$15,000	$5,000	$4,000	$2,000	$1,000	$500	$500	$28,000	44
				72500	Supplies	$5,000	$5,000	$4,000	$4,000	$3,000	$500	$500	$22,000	45
				74500	Miscellaneous Expenses	$5,000	$5,000	$5,000	$2,500	$2,500	$2,500	$2,500	$25,000	46
					Sub-total ANAC	**$120,000**	**$110,000**	**$108,000**	**$103,500**	**$101,500**	**$91,000**	**$88,500**	**$722,500**	
			UNDP			$0	$0	$0	$0	$0	$80,000	$80,000	$160,000	47

					Sub-total ANAC	**$0**	**$0**	**$0**	**$0**	**$0**	**$80,000**	**$80,000**	**$160,000**	
					Total Management	**$120,000**	**$110,000**	**$108,000**	**$103,500**	**$101,500**	**$171,000**	**$168,500**	**$882,500**	
				PROJECT TOTAL		**$651,000**	**$807,000**	**$780,000**	**$666,500**	**$644,500**	**$477,000**	**$315,500**	**$4,341,500**	

Summary Table

Source of fund	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Amount Year 7 (USD)	Total (USD)
UNDP	100,000	100,000	100,000	100,000	100,000	100,000	100,000	**700,000**
GEF	551,000	707,000	680,000	566,500	544,500	377,000	215,500	**3,641,500**
Total	**651,000**	**807,000**	**780,000**	**666,500**	**644,500**	**477,000**	**315,500**	**4,341,500**

Budget Notes	
Component 1	
1	Contract a national or international Project Chief Technical Advisor (CTA) full-time over 6 years @ 180,000 USD p.a., with a start foreseen three to six months into the first project year, to advise ANAC on the advancement and implementation of the National Strategy on Wildlife & Forest Crimes (W&FC) and Illegal Wildlife Trade (IWT) under Component 1 (all outputs, esp. responsible for outputs 1.1., 1.2 and 1.3), including a gender mainstreaming review of the draft Strategy. Also advise the Implementing Partners GRP and WCS on implementing site specific law enforcement under Component 2. Additionally responsible for law enforcement related Knowledge Management (Component 4). The CTA would support the Head of the WCU, or could serve as Head of unit. The TORs are included in ANNEX E. **TOTAL: USD 1,020,000**.
2	Development of ANAC scout evaluation, retraining and training programme for new recruits, overall targeting 650 scouts in 14 Conservation Areas (output 1.4). Professional services for course development and delivery by up to two instructor teams, over 5 years, delivering at least 26 courses for 25 pax each. Include gender component. **TOTAL: USD 490,000** for package, incl. scout attendance allowances, but excl. workshop venue and food.
3	At a kilometer charge of USD 0.25 per km, this would provide on average 200,000 km travel p.a., using and maintaining the four vehicles pro-cured under budget note #4. The vehicles may be deployed from the WCU head quarter based in Maputo or stationed at relevant strategic on-site field locations. Air travel may be specifically requested on demand. Fuel and travel is earmarked for WCU patrols; also meetings of multi-partner coordination group (WCU, police, judiciary); travel for WCU and coordination group members; joint patrols (output 1.3). **TOTAL: USD 298,000.**
4	2 vehicles in year 1; 2 vehicles in year 2 @ 50,000 USD each; Additionally computers for WCU offices, basic office furniture; equipment for ranger posts; bed rolls, mosquito nets; boots and uniforms; binoculars, including for night vision Computers and printers or WCU office (up to 5 computers at USD 1,200 each in year 1), office furniture & equipment (estimated at USD 15,000 in year 1); radio equipment. USD 20,000 in Year 2 to 5 are available for ad hoc equipment needs, including field gear, radios, uniforms etc. Also uniforms and equipment for scouts, esp. newly recruited scouts. **TOTAL: USD 380,000.**
5	Materials for renovation for office space for WCU and coordination group; possibly upgrades of selected ranger posts on demand; also Semantica Analysis tools and software (output 1.3). **Total 140,000.**
6	Communication equipment for WCU main office, coordination group members and ranger outputs/ patrols; two way radios, GIS based tracking materials (output 1.3). **Total: USD 60,000.**
7	Training and workshop support for ANAC scout evaluation, retraining and training programme for new recruits, overall targeting 650 scouts in 14 Conservation Areas (output 1.4). Workshop venue, food stuff etc., for delivering at least 26 courses for 25 pax over 5 years. Additional training expenses may be co-funded e.g. by Moz Bio. **TOTAL: USD 200,000**
14	ANAC scout/ranger succession management (output 1.5); retirement pay-out of approximately 50% of 650 scouts on pay-roll, salaries for new scouts, informer payments. Retirement payments alone amount to approximately USD 350,000 over 5 to 7 years, assuming on average a service of 10 years, according to minimum government standards of 60,000 to 100,000 MZN per scout. Additionally a contribution to the CTA's salary of USD 20,000 p.a. is allocated for years 6 and 7 under this budget note. **TOTAL USD 540,000**.

Component 4	
40	Specific study on law enforcement experiences in project sites and other sites in Mozambique where law enforcement is practices; integration into National Strategy. To be implemented/ oversighted by CTA C1 together with Implementing Partners. Communication plan, and budget – linked to PMU (project manager TOR; CTA). Also, this line includes annual Audit fee ($9000/year) for 3 IPs (the project will be split into 3 different projects
41	Implementation of M&E plan, including mid-term and terminal evaluation (International Consultants). See full M&E plan in prodoc Table 3. Also this budget lines includes funds for additional social impact assessment of proposed project interventions at the inception phase due to the project categorization as moderate risk.
Project Management	
42	Salaries for full-time Project Manager (@ 50,000 USD p.a.) & Procurement & Finance Officer (@ 30,000 USD p.a.) over 5 years, based at PMU at ANAC. Apply gender considerations to HR recruitment. Also ensure gender is a key delivery aspect of each staffs' TOR.
43	PMU travel, related to project oversight and operationalization, including site inspections and participation in activities in the project sites. Also includes travel to inception workshop, mid-term review and final evaluation.
44	Office equipment, office equipment and furniture for the PMU office at ANAC, up to 4 computers (at up to USD 1,000 per computer), printers, scanners etc. communication equipment (telephones, cell phones). Vehicle to be coordinated with C1, possibly a small vehicle for administrative errands in Maputo.
45	PMU office supplies, paper, cartridges and other consumables, also including car maintenance and fuel supplies for project activities of the PMU related to overall project.
46	Miscellaneous Expenses: on demand
47	Salaries for full-time Project Manager (@ 50,000 USD p.a.) & Procurement & Finance Officer (@ 30,000 USD p.a.) over 2 years (years 6 and 7), based at PMU at ANAC. Apply gender considerations to HR recruitment. Also ensure gender is a key delivery aspect of each staffs' TOR.

XI. LEGAL CONTEXT

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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 [and the Project Cooperation Agreement between UNDP and the Implementing Partner][19].

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

Note that any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

[19] Use bracketed text only when IP is an NGO/IGO

XII. MANDATORY ANNEXES

ANNEX A: Multi Year Work Plan

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
PROJECT START UP	Recruit PMU members of PMU team	PMU	X	X																										
	Orient PMU members		X	X																										
	National Inception workshop			X																										
	Local level inception workshops			X																										
Gender mainstreaming	Detailed analysis of gender mainstreaming needs	PMU		X	X																									
	Development of gender mainstreaming strategy				X																									
	Monitoring and follow-up of gender mainstreaming effectiveness					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Monitoring and evaluation	Review of logical framework and indicators	PMU		X			X		X		X		X				X		X		X			X				X		
	Generation of missing baseline data for indicators			X	X																									
	Measurement of indicators				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Internal review and organisation of indicator data				X																									
	Mid-term review															x	x													
	Final evaluation																											x	x	
PROJECT CLOSURE	Negotiation of details of exit/sustainability strategy	*PMU*																												X
	Review/feedback workshop																													X
	Administrative closure																													X
OUTCOME 1																														
1.1: National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking developed jointly with all national and international role-players	*1.1.1. Based on initial strategy elements and workshop* -Facilitate consultations on National Strategy and raise awareness about it	ANAC	X	X	X																									
	-Under leadership of ANAC hold expert meeting to consolidate draft strategy elements & link with UNDC ICWCC assessment findings	ANAC	X																											

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	-Support national conference on strategy	ANAC	X	X																										
1.2: Coordination mechanism for implementation of the National Strategy is developed and implemented	*1.2.1. Based on initial strategy elements and workshop* -Facilitate and coordinate regular meetings of National Strategy role players and partners (national and international)	ANAC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1..3: National Wildlife Crime Enforcement Unit at ANAC is established and provided with necessary training and equipment	*1.3.1. Based on initial strategy elements and workshop* -Develop TORs and staff plan for unit	ANAC	X	X	X																									
	-Support establishment of relevant laws and regulations, formally setting up unit as formal part of ANAC	ANAC	X									X										X								
	- Provide TA to unit, though GEF/UNDP CTA (part-time), also responsible for other parts of GEF 6 project	ANAC/UNDP	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	1.3.2 Set up offices and procure relevant equipment		X	X	X																									
	1.3.3 Develop HR and training plan and support implementation					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
1.4. ANAC strategy for ranger succession management and IWT control is implemented	1.4.1. Develop succession plan	ANAC	X	X																										
	1.4.2. Implement plan (conduct trainings, performance assessments, lay off unsuitable staff)	ANAC	X	X	X							X										X								
1.5 Center for biodiversity assessment, identification of CITES specimens, and capacity building of customs, police and other relevant institutions is	1.5.1. Develop needed infrastructure	GRP	X	X	X																									
	1.5.2. Id sites for new surveys; initiate surveys through seed funds	GRP				X		X		X				X		X		X		X			X		X		X		X	
	1.5.3. Conduct training courses with UEM and park staff in selected PAs/ hotspot areas for surveys	GRP					X		X		X	X	X		X		X		X		X	X		X		X		X		X

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
established and supported	1.5.4. Create relevant communication materials for public awareness	GRP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Outcome 2																														
2.1.Law enforcement bases and ranger camps to support permanent protection of wildlife are built in Gorongosa NP and Niassa NR	2.1.1: Upgrade critical law enforcement infrastructure, incl. include staff housing, office space, boreholes and water storage, solar power, for each outpost, 4 wheeler off road vehicles, and maintenance workshop, general equipment and furniture - Establish "northern HQ" to support and operationalize enforcement control and command structures in the four enforcement blocks of the park	GRP	X	X	X																									
	2.1.2 Invest into ranger building: -Build adequate staff accommodation/ housing at Mbatamila HQ (incl. health consideration – mosquito nets), social space, privacy for administrators, rangers and scouts)	WCS/ANAC	X	X	X							X										X								
	- Upgrade ranger posts (selected stations throughout reserve)	WCS/ANAC																												
	-HR training: leadership, motivation and team building	WCS/ANAC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	- Incentive measures – other than financial (e.g. awards opportunity to study/ formal academic recognition for the best employees))	WCS/ANAC				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.2. Monitoring	2.2.1 GIS operations centre	GRP																												

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
system for wildlife and forest crime enforcement is developed, presented to Gorongosa NP and Niassa NR and implemented	based in the Chitengo Headquarters (infrastructure, equipment, technical staff & training) to support effective law enforcement																													
	2.2.2 Scope community enforcement approaches - Develop strategy	WCS/ANAC		X	X																									
	-Test with selected communities	WCS/ANAC				X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X						
	-Monitor successes/ learning and update strategy; if successful role out more widely	WCS/ANAC		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	-Include gender component		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	2.2.3 Support surveillance (monitoring, law enforcement) of wildlife and esp. forestry resources - Aerial surveys/ flight hours esp. in section L6 (far north east) to help curb illegal logging of forest	WCS/ANAC			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Outcome 3																														
3.1 Official establishment and governance of three community conservancies and co-management entities is supported	3.1.1 Develop capacity for community co-management of wildlife and their habitats	GRP			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	-Undertake visioning and engagement activities with conservancy complexes	GRP			X																									
	-Implement socio-economic, livelihoods assessments and baseline studies; map human population extent	GRP	X	X	X																									
	-Establish and implement relevant consultations with provincial and district government, other	GRP			X																									

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	organizations and entities; facilitate joint and multi-stakeholder planning and visioning																													
	-Testing of various conservancy models	GRP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	-Gazetting of conservancies and establishment of relevant bylaws; setting up of governance structures	GRP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	3.1.2 Develop community-engagement strategy for Mecula-Marrupa Corridor	ANAC/WCS	X	X	X																									
	-Start engaging in long-term visioning for reserve and rural development around it with both Niassa and Cabo Delago Provincial Government and the relevant districts	ANAC/WCS			X																									
	-Recruit high-caliber community-engagement and outreach staff where possible recruit locally/regionally	ANAC/WCS	X	X	X																									
	-Build community-team center and offices (at Mbatamila HQ, and potentially with Mecula outpost/sub)	ANAC/WCS		X	X																									
	-Scope the establishment of Conservancies OUTSIDE the reserve in the Marrupa area or elsewhere – linked to provincial planning; scope opportunities for land allocation and tenure to registered community members from within the reserve	ANAC/WCS			X																									
3.2 Wildlife and Forest Management plans are developed	3.2.1 Develop specific conservancy NRM plans for three conservancy areas	GRP																												

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
for three conservancies and co-management entities around Gorongosa NP and the Mecula-Marrupa Corridor in Niassa NR	3.2.2 Community-engagement strategy for Mecula-Marrupa Corridor -Develop strategy as part of Provincial Development Plan, Reserve Management Plan and Niassa LUP process in participatory and consultative manner; foster relevant partnerships with implementing partners such as the Mariri education center	ANAC/WCS			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	-Identify Reserve Management Plan compliant land uses; map/ delineate farm sizes; register family claims; set-up enforcement schedule to monitor compliance	ANAC/WCS		X	X																									
3.3 Members of conservancies and relevant co-management entities are trained in wildlife management, sustainable agriculture and forestry, and alternative income generation	3.3.1. Develop GRP Strategy for Conservancy outreach and engagement	GRP		X	X																									
	-Implement strategy	GRP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	3.3.2 Build people's connectivity with the Niassa Reserve through a dedicated community engagement and education programme, fostering the valuing of nature and conservation	ANAC/WCS	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	-Develop a dedicated and well segmented/ targeted community outreach and engagement strategy	ANAC/WCS	X	X	X																									
	-Implement strategy, well endowed with competent HR and funds for meaningful engagement building.	ANAC/WCS	X	X	X																									
3.4 Pilot projects on community based wildlife	3.4.1 Restoring degraded landscapes and generating multiple benefits from forests	GRP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
managements, sustainable agriculture, ecosystem restoration and small business are developed and implemented in two project areas	and agricultural landscapes in and surrounding Gorongoza NP, including through the implementation of the national rural development program within conservancy areas in designated agricultural lands incl. - ID key areas degraded, and as part of the conservancy planning process include planning for restoration priorities																													
	-Invest/ coordinate investments of rural development specialists and entities with a view to reverse land and forestry degradation	GRP		X	X																									
	3.4.2. Promoting public-private-community partnerships for biodiversity-compatible rural livelihoods, e.g. ecotourism, sustainable bushmeat in conservancy-type areas around Gorongosa NP (indicative list: to be updated based on the outcomes of 3.1) -Northern Rift Valley Conservancy complex: combination of ecotourism based on world treasure paleontological sites and sustainable hunting for community use	GRP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	-Cheringoma Sub-complex of Conservancies: combining sustainable agriculture and conserved forest	GRP				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	-Pungue River Conservancy complex: wildlife ecotourism potential, Conservation	GRP			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Agriculture, HWC innovations, incl. the setting up of a wildlife fence in key conflict areas (approx. 60 kms)																													
	3.4.3 Restoring degraded landscapes and generating multiple benefits from forests and agricultural landscapes in the Mecula-Marrupa corridor, including through Conservation Agriculture, SFM and other, within the delimitations of the Conservation Act. This will also include a concerted effort on addressing HWC in high incident areas.	ANAC/WCS			X																									
	-Implement dedicated Conservation Agriculture and SFM farmers field schools for households with registered claims in the Mecula/Marrupa corridor; scope alternative and conservation compatible livelihood opportunities such as for ecotourism, craft making, honey making – and establish relevant value chains and market strategies; build partnerships to ensure good success with intervention	ANAC/WCS			X							X										X								
	-Establish farmers-based M&E programme, tracking SFM and CA gains, including conservation outcomes	ANAC/WCS				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.5 Human-wildlife conflict prevention and mitigation mechanisms are developed and presented to local communities for	3.5.1. Pungue River Conservancy complex: wildlife ecotourism potential, Conservation Agriculture, HWC innovations, incl. the setting up of a wildlife fence in key conflict areas (approx. 60 kms)	GRP			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
implementation	3.5.2. Identify HWC hotpots and together with affected community identify and implement solutions to reduce negative impacts, incl. the possible enclosure of farms	ANAC/WCS	X	X	X																									
	3.5.3. Specifically jointly plan LUs along the Lugenda river – which is a key migration path of Niassa's wildlife population and often is focal point of HWC events	ANAC/WCS			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.1. Gender mainstreaming strategy implemented.	4.1.1: Review gender considerations in Table 3 during Inception meeting		X	X																										
	4.1.2: Monitor and report on implementation of gender strategy				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.2. Lessons learned from anti-poaching and wildlife and forest crime strategies incl. implementing CBNRM approaches in GNP and Niassa Reserve integrated into National Strategy (component 1), including on gender mainstreaming	4.2.1: Lessons learnt documents and shared		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4.3. Monitoring and evaluation plan implemented	4.3.1: Development and implementation of project M&E system		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

ANNEX B. Monitoring Plan

The Project Manager will collect results data according to the following monitoring plan.

Monitoring	Indicators	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective *To strengthen the conservation of globally threatened species in Mozambique through implementation of the Conservation Areas Act – **improving biodiversity enforcement** and **expanding protected areas** through community conservancies and targeted rural development action*	***Indicator 1***	*IRR Output 2.5 indicator 2.5.1:* Extent to which national legal, policy, and institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.	*Progress on National Strategy approval and implementation/ Government decree database* *Establishment of WCU/ Government decree database*	Annually Reported in DO tab of the GEF PIR	*ANAC*	*Analysis of the Government decree database*	National Government will improve national legal, policy and institutional framework based on the project outputs
	Indicator 2	**Indicator 2.** Number of direct project beneficiaries: 1. (UNDAF indicator 9.4.2): Nº. of communities benefiting from NRM related revenues 2. Number of local people in project areas benefiting from engagement in conservation activities and/or improved livelihoods (male/female)	1. *On UNDAF: assess total numbers of communities engaged in project* 2. *Progress reports from IPs*	Annually Reported in DO tab of the GEF PIR	*UNDP, PMU*	*Analysis of progress reports from IPs and IA*	Local people will use opportunities on CBWM and CBNRM provided by the project to improve livelihood Local people will have economic and social benefits from engaging in conservancy management; fair system to share benefits among community members is present Legal framework is sufficient to ensure effective CBWM and CBNRM in conservancies and other relevant co-management arrangements Govt. of Mozambique enforces the provisions of the Conservation Act of 2014

	Indicator 3	Number of individuals of IWT flagship species (e.g. lion, cheetah, leopard, rhino, elephant) killed by poachers annually in the project sites (if available)	*Through project established new monitoring systems,; MIKE*	Annually Reported in DO tab of the GEF PIR	*ANAC* *GRP* *WCS*	*Progress reports from IPs and IA*	In result of increased low enforcement and community participation in conservation number of poaching cases will decrease
Project Outcome 1 National strategy implemented to promote the value of wildlife and biodiversity for Mozambique's national development and to combat illegal wildlife trafficking through a coordinated approach	***Indicator 1***	Presence of coordination mechanism to implement W&FC Strategy	*Agreements of ANAC with other agencies on IWT control; number of meetings*	Annually Reported in DO tab of the GEF PIR	ANAC	*Analysis of ANAC inter-agency agreements and annual plans; minutes of meetings*	National Strategy and Coordination mechanism developed by the project will be officially approved and implemented by the Government
	Indicator 2	Capacity of government agencies on IWT control as indicated by customized UNDP Capacity Development Scorecard	*CD Scorecard updates*	At MTR and TE	UNDP, PMU	Updated Scorecard	National Wildlife Crime Unit will be established by the Government. Enforcement officers will use knew skills and equipment to control IWT more effectively with adequate support from the Government
Project Outcome 2 Wildlife crime is combated on the ground through strengthening enforcement operations in targeted protected area complexes	***Indicator 1***	Results of law enforcement on poaching and IWT in the project areas (site level): a. # of law enforcement staff/km²[1] b. # of patrol person-days/month c. # of arrests/patrol month f. # of wildlife/wildlife product seizures at program sites[4] g. # of investigations that lead to arrests of wildlife/wildlife products smugglers h. # of prosecutions of wildlife/wildlife product smugglers	*Through project established new monitoring systems,; MIKE*	Annually Reported in DO tab of the GEF PIR	GRP WCS	Regular reports of CSO IPs	New ranger bases and camps will be used by the PAs to organize permanent and effective control over the area Wildlife crime monitoring system provides sufficient information for enforcement to implement successful operations
	Indicator 2	Level of management effectiveness at site level as	METT updates	At MTR and TE	UNDP, PMU	Updated METT	Project interventions affect METT

		measured by METT score					
Project Outcome 3 Three new Community Conservancies are created in terms of the Conservation Act, effectively expanding Gorongosa National Park as well as relevant community-management arrangements are officially established in the Niassa National Reserve	***Indicator 1***	Total number/area of new conservancies officially established in the project areas (ha)	Area of gazetted Conservancies/ community-co-managed entity to be measured and mentioned in registrations	Annually Reported in DO tab of the GEF PIR	GRP WCS	Regular reports of CSO IPs; analysis of official establishment documents	Relevant government agencies will approve establishment of new community conservancies based on new legislation Local people are interested to establish conservancies and other relevant co-management arrangements
	Indicator 2	Annual number of HWC in conservancy area	Through project established new monitoring systems,; MIKE	Annually Reported in DO tab of the GEF PIR	GRP WCS	Regular reports of CSO IPs; site visits latest at MTR	Prevention measure suggested by the project are implemented by local communities to decrease number of HWC
	Indicator 3	# of integrated landscape management plans implemented	Plans available	Annually Reported in DO tab of the GEF PIR	GRP WCS	Regular reports of CSO IPs; site visits latest at MTR	Plans developed and implemented
	Indicator 4	Area (ha) under SLM/SFM	Surveys to be undertaken Project activities reports	Annually Reported in DO tab of the GEF PIR	GRP WCS	Regular reports of CSO IPs; site visits latest at MTR	Local people are actively engaging in Conservation Agriculture (SLM) and SFM activities
Project Outcome 4 Lessons learned by the project through gender mainstreaming, participatory M&E are used to fight poaching and IWT and promote community based conservation nationally and internationally	***Indicator 1***	Number of the project lessons used in development and implementation of other conservation projects, including on gender mainstreaming	Official letters from other projects about used experience	Annually Reported in DO tab of the GEF PIR	PMU	Comms plan; regular reports PIR/ARP	Lessons well synthesized and effectively shared
	Indicator 2	a) Number of national and international organizations that participate in the project M&E and provide feedback to the Management Team; b) % of women among all participants of the project activities, including M&E	*Number of Board/ SC members approved* *Number of stakeholders contacted during M&E* *Lists of participants of the project activities, including M&E*	Annually Reported in DO tab of the GEF PIR	PMU	Board/ SC composition (invites/ minutes; regular reports PIR/ARP	M&E plan design specifically addresses this indicator Government of Tanzania welcomes broad participation of organizations in M&E activities Women are interested to participate in the project activities

Mid-term GEF Tracking Tool (if FSP project only)	N/A	N/A	Standard GWP GEF Tracking Tool available at www.thegef.org Baseline GEF Tracking Tool included in Annex.	After 2nd PIR submitted to GEF		Completed GEF Tracking Tool	
Terminal GEF Tracking Tool	N/A	N/A	Standard GWP GEF Tracking Tool available at www.thegef.org Baseline GEF Tracking Tool included in Annex.	After final PIR submitted to GEF		Completed GEF Tracking Tool	
Mid-term Review (if FSP project only)	N/A	N/A	To be outlined in MTR inception report	Submitted to GEF same year as 3rd PIR	*Independent evaluator*	Completed MTR	
Environmental and Social risks and management plans, as relevant.	N/A	N/A	Updated SESP and management plans	Annually	Project Manager UNDP CO	Updated SESP	

ANNEX C. Evaluation Plan

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants	Other budget (i.e. travel, site visits etc…)	Budget for translation
Terminal Evaluation	May 2024	July 2024	Yes/No	USD 35,000	USD 15,000	USD 5,000
			Total evaluation budget	USD 55,000		

ANNEX D: GEF Tracking Tool (s) at baseline

ANNEX E. Terms of Reference

Project Board, Project Manager, Chief Technical Advisor and other positions as appropriate

(1) Project Boards/ Steering Committee

A national Project Board, also referred to as Project Steering Committee (PSC) will ensure adequate guidance, oversight and integration of project activities.

The PSC shall provide strategic advice to the Project Management Unit (PMU) for the implementation of project activities to ensure broader integration of the project activities within the national development goal of poverty reduction and sustainable development objectives

The Project Steering Committee will meet at least twice a year but could meet more frequently at the start of the project. The chairperson of the Project Steering Committee will convene Steering Committee meetings. The committee may invite other collaborating institutions as the need arises. The Project Manager and Chief Technical Advisor will participate in the PSC and provide the Secretariat to the Committee, with other PMU staff joining on demand and invitation.

The Project Steering Committee will have the following main objectives:

1. The national steering committee will have the responsibility to represent national interests in the planning and development to ensure improvement of economic, environmental and social outcomes as a result of this project.
2. To monitor project implementation in terms of effectiveness and timeliness of inputs and in terms of the success of project activities in the field.
3. Provide strategic guidance to the Project Management Unit.
4. To oversee and provide policy guidance to project activities, ensure activities address the project objectives outcomes and outputs.
5. To provide a forum for ensuring an integrated approach to project activities.
6. Provide a forum for strengthening, and link to other related W&FC & IWT projects under implementation in Mozambique.
7. In UNDP terminology: to perform the functions of the Tripartite Review (TPR) to review and approve Annual Project Reports (APRS).
8. Ensure coordination between the project and other ongoing activities in the country
9. Perform advocacy role that promotes the role of Protected Areas as well as building support for protecting natural resources.

Minutes of PSC meetings will be recorded and filed by the Secretariat. Decisions will be by consensus. The Project Steering Committee may constitute sub-committees and or task forces to discuss specialist topics or to review project activities.

(2) Project Manager (full time)

The Project Manager (PM), will be a nationally or internationally recruited expert selected based on an open competitive process managed by UNDP. He/She will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The PM will report to the Director General of ANAC in close consultation with the UNDP RR (or duly designated UNDP

officer) for all of the project's substantive and administrative issues. From the strategic point of view of the project, the PM will report on a periodic basis to the Project Board/Steering Committee (PSC). Generally, the PM will be responsible for meeting government obligations under the project, under the project execution modality. He/She will perform a liaison role with the Government, UNDP and other UN Agencies, NGOs and project partners, especially with the two implementing partners GRP and WCS, and maintain close collaboration with other donor agencies providing co-financing.

Duties and Responsibilities

- Manage the PMU at ANAC
- Supervise and coordinate the production of project outputs, as per the project document;
- Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
- Supervise and coordinate the work of all implementing partners, project staff, consultants and sub-contractors;
- Coordinate the recruitment and selection of project personnel and contractors as needed, especially with a view to the large infrastructure investments made by this project;
- Ensure that gender is mainstreamed into operational plans, as well as markers are reported on as part of regular reporting;
- Prepare and revise project work and financial plans, as required by ANAC and UNDP;
- Liaise with UNDP, ANAC, relevant government agencies, GRP and WCS, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Facilitate administrative backstopping to subcontractors and activities supported by the Project;
- Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, ANAC and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the Project Board/Steering Committee, and ensure the fulfilment of Steering Committee directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant actors nationally and internationally;
- Address key communication need and support the development and implementation of a project communication plan;
- Ensures the timely and effective implementation of all components of the project;
- Carry regular, announced and unannounced inspections of all sites and the activities of the project site management units.

Qualifications

- A university degree (MSc/MPhil or PhD) in Natural Resources Management, Conservation or Protected Areas Management, related fields, Environmental Sciences, or related fields of expertise
- At least 10 years of experience in natural resource management;
- At least 5 years of project/program management experience;
- Working experiences with relevant ministries and national institutions is a plus, but not a requirement;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;
- Strong knowledge about Mozambique's political and socio-economic context, in particular with relation to W&FC, IWT and related work;

- Excellent writing communication skills in Portuguese and English.

(3) Chief Technical Advisor (full-time)

The Chief Technical Advisor (CTA), will be a nationally or internationally recruited expert selected based on an open competitive process managed by UNDP. The Chief Technical Advisor (CTA) will be responsible for providing technical backstopping to the Project, and will focus in particular on supporting ANAC in leading the implementation of component 1. He/She will render technical support to the Project Manager (PM), staff and other government counterparts. The CTA will coordinate the provision of the required technical inputs, reviewing and preparing Terms of Reference and reviewing the outputs of consultants and other sub-contractors. He/She will report to the Director General of ANAC.

Duties and Responsibilities

- Provide technical and strategic assistance for project activities, including planning, monitoring and site operations, and assuming quality control of interventions;
- Pay attention to gender mainstreaming and attaining gender markers in all work outputs;
- Provide hands-on support to the PM, ANAC, project staff and other government counterparts in technical matters relating to component 1 of the project;
- Additionally provide support in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Support the ANAC leadership for the implementation of Component 1, and facilitate support work as requested.
- In specific support the implementation of the National Strategy on W&FC & IWT, and follow-up with relevant partners on the effective collaboration of key partners.
- Provide a mentoring/coaching role to senior managers in ANAC and especially the to be established Wildlife Crime Unit.
- Support ANAC in strategic fund raising and partnership liaison with a view to soliciting further needed on the ground support for the effective implementation of the National Strategy.
- Provide technical services and support to all implementing partners with regards to W&FC, IWT and the law enforcement chain, especially as related to components 1 and 2 of the project.
- Specifically implement output 2.5 on the documentation of lessons learnt from the project site investments on law enforcement.
- Finalize Terms of Reference for consultants and sub-contractors, and assist in the selection and recruitment process;
- Coordinate the work of all consultants and sub-contractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Assist the PM in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;
- Document lessons from project implementation and make recommendations to the Steering Committee for more effective implementation and coordination of project activities;
- Address key communication need and support the development and implementation of a project communication plan; and
- Perform other tasks as may be requested by the PM, Steering Committee and other project partners.

Qualifications

- University education (BSc, MSc or PhD) with expertise in the area of Natural Resources Management, Conservation Biology, Conservation or Protected Areas Management, Environmental Sciences, or related fields of expertise or alternatively a relevant law enforcement background;
- At least 12 years of professional experience, of which at least eight are at international level;

- Previous experience relating to work on W&FC and IWT, and establishing a Wildlife Crime Unit type of institution is essential, with a strong track record of on the ground practical work in law enforcement;
- Strong skills in monitoring and evaluation and experience in implementing environmental projects;
- Previous experience with GEF projects is an added plus;
- Ability to effectively coordinate a large, multidisciplinary team of experts and consultants;
- Be an effective negotiator with excellent oral and presentation skills;
- Excellent communication and writing skills in Portuguese and English.

(4) Procurement and Accounting Officer (full-time)

The Project Accountant will be a nationally recruited professional selected based on an open competitive process managed by UNDP. He/she shall be responsible for the overall financial management of the project, under the supervision of the PM.

Duties and Responsibilities:

With respect to Financial Management

- Facilitate auditing and financial controls with respect to the Project;
- Ensure that all procurements and disbursements are carried out in accordance with the UNDP/GEF and Government of the Republic of Mozambique requirements, which requires familiarity with the financial management procedures;
- Implementation of procurement related to the large infrastructure investments to be made under this project, in particular;
- Ensure that project-related disbursements are carried out in a timely and efficient manner;
- Ensure the smooth flow of funds to enable the timely implementation of project activities amongst the various implementation partners, including the timely replenishment of the project account;
- Compile the quarterly and annual financial reports in a timely manner, with a focus on the financial delivery of the project;
- Prepare a monthly project bank reconciliation;
- Maintain a logical and comprehensive record of financial transactions, with supporting documentation, for reference and audit purposes;
- Provide the necessary assistance and documentation for the statutory audit of annual financial statements;
- Perform all other duties as requested by the PM;
- Perform any other duty relevant to the assignment.

With respect to Procurement for the UNDP-GEF-supported Project

- Prepare and implement procurement strategies, plans and, where applicable, procedures, including sourcing strategies and e-procurement tools and procurement plans, based on the during the PPG phase developed infrastructure and procurement plans and guidance, and in line with existing procedures within the implementation partners.
- Ensure that all procurement activities under the UNDP-supported project are implemented in full compliance of procurement activities applicable.
- Elaboration and implementation of cost saving and cost reduction strategies.
- Implementation of a well-functioning strategic procurement processes, from sourcing strategy, tendering, supplier selection and evaluation, quality management, customer relationship management, to performance measurement.

- Implements and guidance to, contracts management and administration strategy within the project, constantly guided by legal framework of the organization and assessing/minimizing all forms of risks in procurement.
- Evaluate offers and make recommendations for the finalization of purchases and the award of contracts; analyse and evaluate commodity tender results;
- Managing reporting requirements to Project Management on delivery of procurement services.

Qualifications

A. At least a Bachelor's Degree in Business Administration;
B. Knowledge of accounting policies and principles;
C. At least five (5) years' work experience in administration, of which at least one year was closely related to support of project / program activities;
D. Capable of working fairly independently;
E. Excellent organizational skills;
F. Excellent inter-personal skills and the ability to establish and maintain effective working relations with people;
G. Excellent communication skills (oral and written); in Portuguese and English;
H. Good computer skills and proficiency in standard computer applications (MS Word, MS Excel, etc.).

ANNEX F. UNDP Social and Environmental and Social Screening Template (SESP)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure for guidance on how to answer the 6 questions.]

Project Information

Project Information	
1. Project Title	Strengthening the conservation of globally threatened species in Mozambique through improving biodiversity enforcement and expanding community conservancies around protected areas
2. Project Number	PIMS 5474
3. Location (Global/Region/Country)	MOZAMBIQUE

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
A human rights based approach is about empowering people to know and claim their rights and increasing the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights. This project has a primary focus on development of strong policy and legislation framework, and sufficient institutional and technical capacity of government agencies to fight IWT, as well as involvement of local communities in sustainable wildlife and other nature resources management. Establishment of community conservancies and improvements in CBNRM governance allow for a positive transformation of power relations among the various development actors. As the human rights based approach is not only about empowering people to know and claim their rights, it also increases accountability of individuals and institutions – namely through enforcement of laws. Furthermore, it supports capacity building – increasing abilities – and improvement of livelihoods at local level – in other words, helping people to attain their potentials and be free from poverty. *The project will pursue implementation of human rights based approach by ensuring of full participation of national level stakeholders, local and indigenous communities, including civil society and elected representatives at appropriate level. The project will be implementing measures on the ground that will positively effect local communities and will ensure that human rights approaches are embedded and Aarhus Convention principles are enforced at the local level.* *During the project preparation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible understanding of the challenges and barriers related to IWT control and community based wildlife management. The project design makes the assumption that the consultations during project preparation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The stakeholder consultations and validation workshop, and awareness-raising dialogues are intended to engage as many key groups as possible in order to incorporate their diverse perspectives in as many project activities as possible, and reduce the risks of marginalizing any stakeholders.*

The project will have regular meeting and consultations with local communities in the project area to ensure human rights approach implementation. Additionally Grievance Redress Mechanism will be established to monitor effect of the project on local communities and respond quickly to their concerns about the project implementation. Local community representatives will participate in the project SC and will have power to influence adaptive management of the project activities and ensure necessary balance between wildlife conservation and needs of local people. M&E framework of the project is fully participatory and allows to local communities and other stakeholders to share freely their opinion on the project, its results, and social impact

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

Gender screening has been undertaken during project preparation using UNDP methodology. Responding to the key findings from the consultations, the project will focus on gender in a number of ways: (i) empower local women by positioning them and promoting a greater involvement in intelligence networks, attitude shaping and law enforcement, (ii) advocating for inclusion of female scout and ranger staff, adding diversity and new values to the professions and workplace. It is noted that logistical problems may need to be overcomes, such as through a need for separate housing, avoidance of sexual exploitation and other, which will need to be appropriately addressed and managed. A strategy may be pursued which will incorporate female law enforcement staff mostly for office-based opportunities and community conservancies' law enforcement teams, at an early stage. (iii) All community-engagement and outreach activities will be designed and implemented considering gender dimensions, including on household power relationships. The predominant amount of work relating to agriculture, food and firewood gathering, traditional medicine are currently conducted by women, both in Niassa and Gorongosa, although no detailed studies of gender roles are available at this point. Such analysis will be undertaken as part of component 3 for both sites. (iv) The national W&FC and IWT Strategy should be reviewed with a gender lens in mind, to identify specific opportunists that will strengthen the national response to these threats by specifically addressing gender mainstreaming.

Project interventions seek a greater and more even gender representation with the potential Gender mainstreaming related activities are included in the multi-year workplan accordingly. Furthermore, relevant gender representation on various levels of project governance will be pursued, i.e. through including rules for gender balance in conservancy governance, as well as adequate women representation on the project board. All project staff recruitment shall be specifically undertaken inviting and encouraging women applicants. The TORs for key project staff all incorporate gender mainstreaming related responsibilities.

The project will promote gender mainstreaming and capacity building within its project staff to improve socio-economic understanding of gender issues, and will appoint a designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women's empowerment and participation in the project activities. The project will also work with UNDP experts in gender issues to utilize their expertise in developing and implementing GEF projects. These requirements will be monitored by the UNDP Gender Focal Point during project implementation.

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

The overall objective of the project is to strengthen conservation of globally threatened wildlife in Mozambique. Thus, the project will contribute directly to achievement of obligations of the country under a number of international conventions, including those supported through the GEF mechanisms (CBD, CMS) and CITES. The overall environmental impact of the project is expected to be very positive and an important contribution to sustainable development of Mozambique via enhanced protection of national biodiversity assets via establishment of strong institutional capacity to fight wildlife crime, increasing of effectiveness anti-poaching operations in two highly important biodiversity centres, empowerment of local communities to manage wildlife and other natural resources sustainably, and mitigation of human-wildlife conflicts.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses).*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: **Principles 1: Human Rights** 1. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	I = 3 P =2	**Moderate**	To be answered following the UNDP's micro analysis of the partners- some concern regarding the inexperience of WCS in dealing with the social/community issues of the project	Micro analysis will be conducted in the project area. Sufficient funds to hire experienced staff and short-term experts have been allocated under component 3. There is overall institutional capacity with regards to community outreach and engagement, which can be tapped. Partners, such as from the Mariri Environmental Education Center may be engaged in the implementation of the component more formally.
Risk 2: **Principles 1: Human Rights** 8. Have local communities or individuals, given the opportunity raised human rights concerns during the stakeholder engagement process?	I = 3 P =3	**Moderate**	A limited number of direct consultations with local communities were held during the PPG process. Those consultations undertaken have identified working and living conditions which will be improved by the project through the construction of well-designed social infrastructure which considers aspects such as quality of living areas, prevention of heath diseases such as malaria. Although no community consultations could be officially undertaken by the entire PPG team in the Gorongosa NP area	Additional assessment of the project intervention potential impact should be conducted at the project inception phase. All activities in the Gorongosa area should be carefully monitored and agreed with local communities and other stakeholders to avoid conflicts and potential negative human rights issues. For work to be carried out at the community level, inter alia through Component 3, the project design highlights the need for equitable distribution of benefits, resources and rights While the CSO IPs for the project have experience in working with local communities, it is stressed that relevant planning and implementation of governance structures and guidelines need to be enforced during project implementation. Relevant representation of the key beneficiaries is one critical aspect to ensure a voice on the highest project decision making level. Pertaining and potentially through anti-poaching successes

Risk Description	*Impact and Probability (1-5)*	*Significance (Low, Moderate, High)*	*Comments*	*Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*
			due to a prevailing armed conflict in the central region of Mozambique, the Community Engagement Specialist engaged with the local NGO to undertake targeted consultations. The prevailing conflict has been identified as a risk (see risk section). The conflict potentially also bears some social risks, pertaining to the possible marginalization of specific segments of the population due to their affiliation with RENAMO. Conflict related migration and displacement have social impacts.	increased Human-Wildlife Conflicts (HWC) have been identified as a potential threat in the Pungwe Conservancy south of GNP, as well as along the river in the Mecula-Marrupa Corridor in the Niassa NR. Specific HWC mitigation strategies will be implemented through the project, and notably a fence is planned within the Pungwe conservancy. The planned fence needs to be fully scoped with the local communities and SEPS need to be fully considered in its realization. While the project is focusing on addressing and better managing the risks, it is evident that SEPS considerations need to be taken into consideration during project planning, implementation and monitoring.
Risk 3: **Standard 1: Biodiversity Conservation and Sustainable** Natural **Resource Management** 1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	I = 2 P =1	**Low**	Project will establish and work in existing PA's. The project focuses on the improvement of management effectiveness of protected areas and will have a positive impact on the areas. Social and Environmental Safeguards systems will be triggered where proposed new activities could potentially have negative impacts.	Project activities involve the construction of new infrastructure, some of which will require an ESIA. The ESIA will assess all impacts and potential risks and will follow the legislative requirements in Mozambique. The project interventions focus on reducing the stressors of the migration of people in the northern areas of the GNP, amongst other and ameliorate environmental impacts.
Risk 6: **Standard 1: Biodiversity Conservation and Sustainable Resource Management** 1.6 Does the project involve the harvesting of natural forests, plantation development,	I = 1 P = 5	**Low**	The project involves the reforestation of degraded area in the most northern eastern block (L9) of Niassa National Reserve. The reforestation process will use only native species and therefore the	Landscape restoration in the GNP will follow a natural succession and with limited introduction of additional species. Similarly in NNR restoration will mostly take place through improved SLM and SFM practices, with only indigenous or locally already present species.

Risk Description	*Impact and Probability (1-5)*	*Significance (Low, Moderate, High)*	*Comments*	*Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*
or reforestation?			impact will only be positive in the areas – it is restoring the area to its original forested landscape and improving the ecosystem services provided by forests i.e. erosion reduction.	
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)			**Comments**
	Low Risk			
	Moderate Risk	**X**		The project activities have potential adverse social risks and impacts, that are limited in scale, but can become real due to insufficient level of consultations in one of the project areas, recent armed conflict in Gorongosa area, and low experience of WCS to deal with social community programmes
	High Risk			
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply			**Comments**
	Principle 1: Human Rights	X		Additional assessment of the project intervention potential impact should be conducted at the project inception phase. All activities in the Gorongosa area should be carefully monitored and agreed with local communities and other stakeholders to avoid conflicts and potential negative human rights issues in the area
	Principle 2: Gender Equality and Women's Empowerment	☐		
	1. Biodiversity Conservation and Natural Resource Management	☐		
	2. Climate Change Mitigation and Adaptation	☐		
	3. Community Health, Safety and Working Conditions	☐		

Risk Description	*Impact and Probability (1-5)*	*Significance (Low, Moderate, High)*	*Comments*		*Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*
	4. Cultural Heritage			☐	
	5. Displacement and Resettlement			X	Investments in the Mecula-Marrupa corridor in NNR and the bufferzone of the GNP may lead to migration and a certain possibility of resettlement. In NNR the project investment under component 3, mostly CBNRN work, will be done within the Reserve along the main road between Mecula and Marrupa, called the corridor. While there might be a long-term interest to have people move out of the protected area, this is not focus of this project. In GNP some people who moved into the park during the recent armed conflict in the adjacent area. A peace agreement is underway and natural migration from the park to home areas is observed. The Park may use this opportunity and more strongly reinforce the rules and borders of the park – while providing new incentives for livelihood opportunities in the bufferzone. The conservancies and livelihood investments in the bufferzone of GNP will not be the primary reason for any resettlement. A human rights based approach will be observed in all work undertaken by the project, and the national rules and regulations will be observed.
	6. Indigenous Peoples			☐	
	7. Pollution Prevention and Resource Efficiency			☐	

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [20]	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Yes
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		

[20] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[21] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially*	No

[21] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	increasing the population's vulnerability to climate change, specifically flooding	
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[22]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No

[22] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX G: UNDP Project Quality Assurance Report

ANNEX H. UNDP Risk Log

#	Identified Risks	Date identified	Type of Risk	Impact	Probability	Mitigation Measures	Owner	Status
1	Mozambique is still grappling with insecurity and tensions, particularly around Gorongosa Mountain and in border areas, which may compromise some project's ability to carry out some activities as well as project outputs and outcomes	Child Project Concept, updated during PPG 08/2016	Political	High	Moderately likely	Only one of the project sites would be affected by the conflict. But the partner NGOs (GRP) is on the ground and operating despite the conflict situation, and has been doing so for some time. The project's community engagement strategy for GNP is carefully designed to focus on achieving human development for all local communities, curbing possible local conflicts. If the security risk pertains, the project will follow appropriate instructions and applicable protocols from the UN Department of Safety and Security (UNDSS). All project staff will undergo training in security in the field. Prior to any deployment, project staff, consultants and collaborators will apply for security clearance according to UNDSS procedures. Else, the project can always further limit its interventions on the ground and in this manner reduce the impacts of this risk.	GoM; UNDP	
2	The interests of profit-making groups along the wildlife crime supply chain are stronger that the will to fight the issue from a supply side, undermining the project strategy	Child Project Concept, updated during PPG 08/2016	Political	Medium	Highly likely	This is a huge risk and has so far undermined anti-wildlife crime efforts. A full understanding of the wildlife crime supply chain in Mozambique ensures that this risk is minimized. Careful and fully consultative project development activities with a range of national and international stakeholders have considered counteractive activities, effective M&E and adaptive management strategy to address new challenges.	GoM, ANAC; UNDP	
3	Insufficient resources capacity allocated to each institution to successfully execute their role in the national strategy on wildlife crime	PPG 08/2016	Organizational; Political; Strategic; Financial	Medium	Highly likely	Overall combatting wildlife and forestry crime successfully has been hampered by a lack of funds that can be directly applied where they are needed. This is exacerbated by the current financial crises in Mozambique. More easily accessible funds are needed to help Government implement its park specific anti-poaching plans, including paying salaries for scouts and rangers. The National Strategy includes a specific section on fund raising, and an innovative longer-term	GoM, ANAC; UNDP	

#	Identified Risks	Date identified	Type of Risk	Impact	Probability	Mitigation Measures	Owner	Status
						strategy is needed to deter this risk. Component 1 of this project aims to address this risk.		
4	Government agencies unwilling to collaborate and coordinate WC & anti-poaching activities	PPG 08/2016	Political; Organizational; Strategic	Medium	Moderately likely	This has been one of the biggest obstacles in the past for successfully combatting wildlife crime. The project is particularly investing into strengthening ANAC's conveying powers, in the belief that the organization is committed to stay engaged and take relevant actions. ANAC will be strengthened to facilitate coordination and collaboration with the police, judiciary, port authorities, customs and others.	GoM, ANAC; UNDP	
5	The capacity needed to operate community conservancies (component 3) and the feasibility of proposed economic activities is underestimated	Child Project Concept, updated during PPG 08/2016	Organizational	Medium	Moderately likely	Capacity building needs are properly considered in the development phase and activities are planned accordingly. More specifically, cost-benefit analysis are applied to the proposed economic activities that are expected to underpin the development of CBO-managed conservancies so that expectations are realistic and managed from the outset. . The GEF 6 funding will be invested into assisting the local communities in establishing meaningful conservation compatible projects that will focus on wildlife production, certified forestry development, ecotourism and other. By investing into community outreach, education and engagement it is intended to build the necessary morale and vision for the longterm investments. The GRP is implementing human development and peace building activities around the park, inside and outside the buffer zone, all of which will support the targeted development and uplifting of local people from poverty. Needed structural changes will be effected through the larger Sofala Human Development (SPHD) Programme envisioned by GRP. At Niassa similar investments into the establishment of community-managed entities will be made. However, while the focus is on improved land and forest management, and benefits from conservation compatible incomes such as tourism, no specific income generating livelihood	GRP & WCS; UNDP	*?*

#	Identified Risks	Date identified	Type of Risk	Impact	Probability	Mitigation Measures	Owner	Status
						investments within the Reserve area are planned, to avoid a "people pull" effect (see standalone risk). At the national level, these methods will be incorporated into the capacity building package to be delivered to CBOs.		
	The significant project investments into conservancies and community-management in the Mecula-Marrupa corridor could potentially become a magnet for influx of people into the PAs and surrounding areas	GEF Sec review 01/2017	Organizational; Strategic	Medium	Moderately likely	In Gorongosa NP, all Conservancy investments will be strictly made for conservation compatible uses. Other human development investments will focus outside the park's buffer zone. Linked to the investments of improve LE infrastructure and presence in four LE sectors, as well as the investments into community education especially environmental education, are geared towards ensuring people will stay outside of the PA and engage in conservation compatible practices. The Conservation Act of 2014 will be rigorously applied, enforcing the law that migration into PAs is unlawful. The strategy in the Niassa NR is to first secure the corridor and improve land and forest management, while starting a conversation about land use plans, the implementation of the Conservation Act, and exploring livelihood opportunities outside the PA borders. The Provincial Development and LU plan linked to the Niassa Management Plan is a first step into this direction.	GRP & WCS; UNDP	
6	Project incentives that lead to migration and resettlement.	GEF Sec review 05/2017	Organizational; Strategic	Medium	Moderately likely	In NNR the project investment under component 3, mostly CBNRN work, will be done within the Reserve along the main road between Mecula and Marrupa, called the corridor. While there might be a long-term interest to have people move out of the protected area, this is not focus of this project. In GNP some people who moved into the park during the recent armed conflict in the adjacent area. A peace agreement is underway and natural migration from the park to home areas is observed. The Park may use this opportunity and	GRP & WCS; UNDP	

#	Identified Risks	Date identified	Type of Risk	Impact	Probability	Mitigation Measures	Owner	Status
						more strongly reinforce the rules and borders of the park – while providing new incentives for livelihood opportunities in the bufferzone. The SESP concludes that conservancies will not be the primary reason for resettlement. Migration and resettlement issues as well as various land use planning activities that form part of the development of conservancies warrant continuous close monitoring throughout the project cycle and will be implemented by the project partners.		
7	Earmarked state investments are not made to improve government capacity at central, provincial and local levels to combat wildlife Illegal exploitation due to national financial crisis	PPG 08/2016	Political	Medium	Moderately likely	There are clear signals from the GoM that combatting W&FC and IWT are a key priority. While financial resources may temporarily be restricted, a concerted effort is being made to establish a functional PA management system. The GEF 5 MOZBIO project is leading institutional support work, which is considered a critical baseline investment to this project. Close collaborations between MOZBIO and the GEF 6 project are established.	GoM, ANAC; UNDP	
8	Government agencies unwilling to share information	PPG 08/2016	Political	Low	Moderately likely	Needs and priorities of stakeholders will be identified, and constructive dialogue, joint planning and problem solving will be promoted through the coordination mechanism. Dissemination of information, intelligence, knowledge generation and efficient management are central to the success of component 1 of this project. Open-access and the mutual benefits of information sharing will be included in all agreements for databases, websites, etc. sponsored by the project. The stakeholders are responsible for ensuring that terms of the agreements are suitable disseminated within their organisations	GoM; UNDP	
9	Insufficient government oversight to ensure participation of all parties in the implementation of national strategy on wildlife crime	PPG 08/2016	Political; Strategic	Low	Moderately likely	ANAC is spearheading the development of the Strategy, and has committed to implementing a broader set of stakeholders in the finalisation of the long-term aspects of the Strategy. ANAC will	GoM, ANAC	

#	Identified Risks	Date identified	Type of Risk	Impact	Probability	Mitigation Measures	Owner	Status
						coordinate a multi-agency coordination group on W&FC and IWT, which will effectively bring together all critical partners. The UNODC Assessment includes recommendations on this matter and it is expected that the GoM will commit to a strong and effective response to the recommendations. By establishing close working relationships with the UNODC team and this project, key priorities will be addressed – reducing the risk identified.		
10	Climate change may affect reforestation, SFM and SLM investments in the long-term due to increase of draught frequency	Child Project Concept, updated during PPG 08/2016	Environmental	Low	Not likely	Component 3 of the project is dealing with forest management, landscape restoration and enhancement but the benefits not only take a long time to realize, but longer-term processes such as climate change may affect the outcome of implemented activities, and these may be reflected beyond the project's life-time. These are difficult to predict, unless finer-scale, but minimally accurate climate models can be applied. There are gross-scale climate models for Mozambique which predict a generally dryer, warmer and more variable climate in the central and northern areas. These cannot be immediately used for assessing specific risks to forestry investments facilitated by the project. This risk is not likely to have significant impact within the time of influence of the project interventions.	GoM, ANAC, GRP, WCS	

Types of Risks

Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other
Natural Disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation	Institutional Arrangements	Corruption	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	New unexpected regulations, policies	Partnerships failing to deliver	Other risks that do not fit in an of the other categories
Pollution incidents	INTERNAL:	Institutional/ Execution Capacity	Government Commitment	Project Management	Critical policies or legislation fails to pass or progress in the legislative process	Strategic Vision, Planning and Communication	Might refer to socioeconomic factors such as: population pressures; encroachment – illegal invasions; poaching/illegal hunting or fishing
Social and Cultural	Co-financing difficulties	Implementation arrangements	Political Will	Human Error/Incompetence		Leadership and Management	Poor response to gender equity efforts
Security/Safety	Use of financing mechanisms	Country Office Capacity (specific elements limiting CO capacity)	Political Instability	Infrastructure Failure		Program Alignment	
Economic	Funding (Financial Resources)	Governance	Change in Government	Safety being compromised		Competition	
	Reserve Adequacy	Culture, Code of Conduct and Ethics	Armed Conflict and Instability	Poor monitoring and evaluation		Stakeholder Relations	
	Currency	Accountability and Compensation	Adverse Public opinion/media intervention	Delivery		Reputation	
	Receivables	Succession Planning and Talent Management		Program Management		UN Coordination	
	Accounting/Financial Reporting	Human resources Processes and Procedures		Process Efficiency		UN Reform	
	Budget Allocation and Management			Internal Controls			
	Cash Management/Reconciliation			Internal and External Fraud			
	Pricing/Cost Recovery			Compliance and Legal			
				Procurement			
				Technology			
				Physical Assets			

ANNEX I: Results of the capacity assessment of the project implementing partner and HACT micro assessment

ANNEX J: List of planned consultancies – contractual services work packages

Note: Certain consultancies and expert inputs required esp. under Component 3 may be similar in both project sites, and an exchange of experiences is highly encouraged.

Consultant Assignment/ Contractual Services package	Main Tasks	Required Qualifications	Deliverables	Man Months	Costs/ Month (USD)	Total Costs (USD)
ANAC						
IC/Firm (Output 1.4)	• Development of ANAC scout evaluation, retraining and training programme for new recruits, overall targeting 650 scouts in 14 Conservation Areas (output 1.4). • Professional services for course development and delivery by up to two instructor teams, over 5 years, delivering at least 26 courses for 25 pax each. Include gender component. • TOTAL: USD 490,000 for package, incl. scout attendance allowances, but excl. workshop venue and food.	International Expert firm; niche market Experience in working with Government of Mozambique Track record of successful ranger training	1. Concept note: ANAC scout evaluation, retraining and training programme 2. Course content and materials 3. Delivery of trainings	Over 5 years	n/a	490,000 incl. scout attendance allowances + plus training logistics budget 200,000
IC/Firm (Output 1.4)	• ANAC scout/ranger succession management (output 1.5); retirement pay-out of approximately 50% of 650 scouts on pay-roll, salaries for new scouts, informer payments. Retirement payments alone amount to approximately USD 350,000 over 5 to 7 years, assuming on average a service of 10 years, according to minimum government standards of 60,000 to 100,000 MZN per scout.	International Expert firm; niche market Experience in working with Government of Mozambique Track record of successful HR management	1. Concept for scout/ranger succession management 2. Facilitation of plan implementation in coordination with ANAC	Over 5 to 7 years	n/a	500,000 incl payouts of over 350,000 USD
Gorongosa						
Biodiversity assessment staff (National Consultant) (Output 1.5)	• Oversee CITES species related assessment work • Development of relevant information materials for specific target groups such as customs and police officials • Training of ANAC staff to be able to undertake	Master degree in Biology/ ecology	Long-term full-time position; reports to Director of Science	National Consultant: Full-time position over 5 years	3,333 USD (GEF portion)	200,000

	relevant biodiversity assessment in other National Parks and conservation areas • Organisation and delivery of relevant trainings • Maintenance of curated collections (animals, plants, other) • Collect and track data for M&E purposes			Co-funded by GRP		
Expert trainers (national and international) for special courses – CITES/BD Assessments (Output 1.5)	• Expert trainers (national and international) for special courses (incl. their travel and board) development – one per year; production of public education materials for education purposes, incl. production; training session for target groups	Various, mostly MSc level	1. Course concepts 2. Relevant training and course materials 3. Deliver training sessions	W/package +/-2 weeks p.a. except year 1	n/a	Total USD 65,000.
Contractual services: Building of Chitengo biodiversity laboratory and storage infrastructure (Output 1.5)	Contractual services: Chitengo biodiversity laboratory and storage infrastructure (output 1.5) - laboratory, accommodation, septic tank; management. See ANNEX Q for a detailed breakdown of costs. Detailed procurement notes developed and available at UNDP Moz CO.	Building professionals Track record with GRP	Chitengo biodiversity laboratory and storage infrastructure	Contractual Services Limited to specific building timeframe (year 1 & 2)	n/a	Total USD 80,259 plus Materials and goods Total USD $66,594.
GIS expert National GIS expert over 5 years @ 20,000 p.a. (co-financed by GRP) (output 2.2). Support the development of a GIS based List of consultancies, surveillance database and system that support LE operations.	• Develop GIS based LE support system • Work with LE staff to implement reporting and data collection • Development of staff training materials • Support development of project M&E system • Collect and track data for M&E purposes	Master degree in Biology/ ecology GIS expertise	Long-term full-time position; reports to Director of Conservation / Head of LE	National Consultant: Full-time position over 5 years Co-funded by GRP	1666 USD p.m	100,000
Contractual Services: Building of all law enforcement infrastructure as in schedule (see Annex	<u>CHITENGO HQ LAW ENFORCEMENT</u>: Accommodation - 4 bed units, toilets and showers, Accommodation - 12 bed units, toilets and showers; Septic Tank, GIS Operations Centre. <u>SECTOR HEADQUARTERS:</u>	Building professionals Track record with GRP	1. <u>Chitengo HQ Law Enforcement infrastructure</u> 2. <u>4 Sector Headquarters & outputs</u>	years 1 o 3	n/a	USD 774,954 plus Materials and Goods USD

Q for details) (output 2.1):	(a) CHITENGO, JANGADA, CHERINGOMA, BUNGA SECTOR HQ (4x): Armoury Storeroom kitchen Radio room Office; Accommodation: 2 x 2 Bed Units, 2 x 3 Bed Units, Toilets, Showers; Water tank; Borehole; Solar Power; Septic Tank. (b) CHITENGO, JANGADA, CHERINGOMA, BUNGA SECTOR OUTPOSTS, (14x): Toilet, Shower, Armoury Storeroom kitchen; Accommodation: 3 x 2 Bed Units; Water tank, Borehole, Solar Power, Septic Tank. JANGADA, CHERINGOMA, BUNGA GATES (5x): Guardhouse, 1X2 bed, Toilet, WHB; Access roads upgrades and new installations. ADDITIONAL EXPENSES: Site Establishment and Administration, Contingencies, Escalation, Architectural Fees, Management. Detailed procurement notes developed and available at UNDP Moz CO.		3. Jangada, Cheringoma, Bunga Gates			839,295.
Community outreach officers (2x)	• Based at Northern and Eastern community centers respectively • Facilitate community engagement • Advise on formalisation of Conservancies • Assist in development of Conservancy management plans, incl wildlife and forest management plans • Identify expert support needs and request • Work with experts in supporting communities in implementing priority projects • Help operationalise small grants facility/ micro-grants • Collect and track data for M&E purposes	Bachelor level or equivalent or School leavers with relevant work experience in community mobilization	Long-term full-time position; report to Director of Human Development	2 full-time positions Co-funded by GRP	@ 12,500 USD p.a. over 7 years (and co-financed by GRP),	Total USD 175,000
Community visioning , support on governance options consultancy and process facilitation at three conservancy complexes	• ID good practice in Conservancy establishment and governance • Co-facilitate community consultations on Conservancies and options • Co-facilitate gazettal of Conservancy areas • Support drafting of Conservancy statues, any required co-management agreements • Support GRP community engagement staff in process and build capacity as needed	Possibly Master level Work experience in Sofala province Track record in community outreach work Experience in Conservancy	1. Concept on conservancy establishment in three target areas incl. community engagement plan 2. Briefing meeting with GRP staff on Conservancy	Work packages - up to 6 months over two years	n/a	+/- 60,000 all inclusive

	• Develop relevant training materials and document procedures for replication	establishment an advantage National or international consultant	development 3. Implementation of community engagement plan 4. Three gazetted conservancies 5. Trained field staff 6. Training materials			
Community plan development – process facilitation and technical expert inputs (wildlife management, agriculture, forestry/ charcoal production, business development)	• Co-facilitate participatory planning with GRP community engagement staff • Advise on technical expertise needed • Help solicit relevant technical expertise • Facilitate relevant feasibility studies, including business development and interaction with economics advisor • Develop community related project M&E plan and train GRP community engagement staff • Provide support to project implementation	Possibly Master level Work experience in various technical field (wildlife management, agriculture, forestry/ charcoal production, business development) National or international consultant Team of consultants firm	1. Concept paper for business opportunities for conservancies; scoped with communities 2. At least 3 feasibility studies 3. Implementation plan for each business value chain and training for GRP Conservancy team	Work packages long-term	n/a	+/- 200,000 all inclusive
Development of community training course and materials and facilitation of participatory land use planning process	• Based on best practices available, develop training course and materials on LUP for application with local community members, and local government representatives • Develop replicable process that all Conservancies and even newly emerging ones can use in future • Test with at least one community • Responsible for training of GRP staff for rolling out throughout all Conservancies	Possibly Bachelor or Master level or LUP professional Training/ teaching certification/ experience Work experience in Sofala province Track record in community outreach work National or international consultant	1. Concept paper for LUP training 2. Development of training materials 3. Delivery of trainings; training of GRP trainers	Work packages Up to 6 month	n/a	+/- 60,000 all inclusive
Technical vision/ options paper and	• Produce a technical options and feasibly assessment for three Conservancies and surrounding areas	Master level	1. Options paper for restoration in GRP	Work	n/a	+/- 60,000

feasibility assessment on restoring lands and natural resources	• Undertake field visits and scope options for social acceptability and economic feasibility • Clearly advise on options based on Community ideas • Provide technical backstopping	Experience in land restoration and natural resources management National or international consultant	buffer zone with focus on three planned conservancies 2. Assess feasibility 3. Seminars for and training of GRP staff 4. Technical back stopping on demand	packages Up to 6 months		all inclusive
Economic development advice for conservancy complexes and their micro-projects, incl. on small grants / micro loans	• Review small grants/ micro loans approach for delivery of community development interventions in Conservancies, based on existing experiences at GRP • Develop relevant procedures and guidelines for implementation through GRP community engagement staff • Consider long-term sustainability of scheme and make relevant financial sustainability recommendations • Review community plans and proposals with a view to economic sense and sustainability	Possibly Master level in economics or Business Administration Work experience in Sofala province National or international consultant	1. Plan for small grants/ micro loans concept 2. Set up of small grants/ micro loans "facility" at GRP 3. Training of GRP staff 4. Technical back stopping on demand	Work packages Up to 6 month, then sporadic support on demand	n/a	+/- 60,000 all inclusive
Gender mainstreaming support	• At inception phase, review gender mainstreaming strategy and develop additional practical activities • Develop gender mainstreaming tracking tool, linked to project reporting and M&E • Deliver simple trainings and awareness raising on gender inclusion and mainstreaming • Focus on how this project will help to reduce the inequalities between male and female in accessing resources and opportunities related to NRM (land market, training etc.)	Possibly Master level Work experience in Sofala province Track record in gender and community outreach work Experience in Conservancy establishment an advantage National or international consultant	1. Gender mainstreaming strategy paper 2. Tracking tool 3. Trainings	Work packages Up to 6 month, incl. sporadic tracing of progress	n/a	+/- 60,000 all inclusive
Contractual Services: Building of northern and eastern community centres infrastructure as in	3.1 CONSERVANCY COMMUNITY FACILITIES: NORTHERN CONSERVANCY CENTER: Dining area/kitchen, Offices, Ablution, Lecture Room~~,~~ Accommodation Group Leaders x 2, Management x 4, Dorm Blocks, Dorm Ablutions, Water tank, Borehole, Solar Power, Septic Tank, Airstrip.	Building professionals Track record with GRP	1. Northern Conservancy Center 2. Eastern Cheringoma Conservancy Center 3. . Southern Pungwe	Years 1 o 3	n/a	USD 972,429.52 + Materials and Goods USD

schedule (outputs 3.1 to 3.5) (see Annex Q for details):	3.2 EASTERN CHERINGOMA CONSERVANCY CENTER: Dining area/kitchen, Offices, Ablution, Lecture Room, Accommodation Group Leaders x 1, Management x 2, Dorm Blocks, Dorm Ablutions, Water tanks, Borehole, Solar Power, Septic Tank. 3.3. SOUTHERN PUNGWE CONSERVANCY: HWC Elephant Fencing. 3.4 Additional expenses: Site Establishment and Administration, Contingencies, Escalation, Architectural Fees, Management. Detailed procurement notes developed and available at UNDP Moz CO.		Conservancy: Hwc Elephant Fencing			1,774,404
Niassa						
Contractual Service: Building of all law enforcement related infrastructure as in schedule (output 2.1) (see Annex Q for details).	2.1 WESTERN SECTION CAMP: Dining/ social centre, Barracks - 8 room, Ablutions, Generator shed, Lock-up for poachers, Guard house at gate, Guard house at airstrip, Kitchen+Food store, Office, Workshop, Containers, Water tanks, Boreholes, Solar Power, Septic Tank. 2.2. EASTERN SECTION CAMP: Senior Staff House, Dining/ social centre, Barracks - 8 room, Ablutions, Generator shed, Lock-up for poachers, Guard house at gate, Guard house at airstrip, Septic Tank. 2.3. SCOUT CAMPS (5x): Barracks - 4 room, Dining 4m x4m open, Ablutions open, open Kitchen, Office, Containers, Water tank, Borehole, Solar Power, Septic Tank 2.4. GATE POSTS (2x): Barracks - 4 room, Dining 4m x4m open, Ablutions open, open Kitchen, Containers, Water tank, Borehole, Solar Power, Septic Tank, Containers. 2.5. MBATAMILA LAW ENFORCEMENT: Middle Management House; Water tank; Septic Tank. 2.6 Additional expenses: Site Establishment and Administration, Contingencies, Escalation, Architectural Fees, Management. Detailed procurement notes developed and available at UNDP Moz CO.	Building professionals Track record with WCS/ANAC co-mgt team Niassa	1. Western Section Camp 2. Eastern Section Camp 3. Scout Camps (5x) 4. Gate Posts (2x) 5. Mbatamila Law Enforcement: Middle Management House	Years 1 o 4	n/a	TOTAL Contractual Services: USD 1,254,275.61 and Materials and Goods USD 443,737.33
Community outreach	• Based at Mbatamila HQ community education	Bachelor level or	Long-term full-time	2 full-time	USD	USD 360,000

officers (2x)	center • Facilitate community engagement • Advise on formalisation of community co-management • Assist in development of community co-management plans, incl wildlife and forest management plans • Deliver awareness and education programme • Identify expert support needs and request • Work with experts in supporting communities in implementing priority projects • Help operationalise small grants facility/ micro-grants • Collect and track data for M&E purposes	equivalent or School leavers with relevant work experience in community mobilization	position; report to Head of Community Outreach WCS/ANAC co-mgt team Niassa	positions over 6 years	30,000 p.a. p.p.	
Community visioning, support on governance options consultancy and process facilitation	• ID good practice in community co-management establishment and governance • Co-facilitate community consultations on co-management, institutionalisation and governance options • Co-facilitate gazettal of "conservation areas" in corridor • Support drafting of relevant statues, any required co-management agreements • Support WCS community engagement staff in process and build capacity as needed • Develop relevant training materials and document procedures for replication	Possibly Master level Work experience in Niassa province Track record in community outreach work Experience in Conservancy establishment an advantage National or international consultant	1. Concept on community co-managent in Mecula-Marrupa Corridor 2. Briefing meetings with WCS/ANAC co-mgt team Niassa 3. Implementation of community engagement plan 4. Formally gazetted co-management arrangements 5. Trained field staff 6. Training materials	Work packages - up to 6 months over two years	n/a	USD 60,000
Community plan development – process facilitation and technical expert inputs (wildlife management, agriculture, forestry/ charcoal production, business development),	• Co-facilitate participatory planning with WCS community engagement staff • Advise on technical expertise needed • Help solicit relevant technical expertise • Facilitate relevant feasibility studies, including business development and interaction with economics advisor • Develop community related project M&E plan and train WCS community engagement staff • Provide support to project implementation	Possibly Master level Work experience in various technical field (TBD) National or international consultant Team of consultants firm	1. Concept paper for business opportunities for co-management areas scoped with communities 2. At least 3 feasibility studies 3. Implementation plan for each business value chain and	Work packages long-term	n/a	USD 200,000

			training for WCS/ANAC co-mgt team Niassa community outreach team			
Development of community training course and materials and facilitation of participatory land use planning process	• Based on best practices available, develop training course and materials on LUP for application with local community members, and local government representatives • Develop replicable process that all community institutions and even newly emerging ones can use in future • Test with at least one community • Responsible for training of WCS staff for rolling out throughout communities in the Mecula-Marrupa corridor	Possibly Bachelor or Master level or LUP professional Training/ teaching certification/ experience Work experience in Niassa province Track record in community outreach work National or international consultant	4. Concept paper for LUP training 5. Development of training materials 6. Delivery of trainings; training of WCS/ANAC co-mgt team Niassa community outreach team / trainers	Work packages Up to 6 month	n/a	USD 60,000
Development of community training course and materials on conservation agriculture and sustainable forest management,	• Based on best practices available, develop training course and materials on conservation agriculture and sustainable forest management for application with local community members, and local government representatives • Develop replicable process that all interested communities in the corridor and even outside the reserve can use in future • Test with at least one community • Responsible for training of WCS/ANAC community outreach staff for rolling out throughout corridor	Possibly Bachelor or Master level Conservation Agriculture/ SFM professional Training/ teaching certification/ experience Work experience in Niassa province Track record in community outreach work National or international consultant	1. Concept paper for CA/SFM training 2. Development of training materials 3. Delivery of trainings; training of WCS/ANAC trainers	Work packages Up to 6 month	n/a	USD 60,000
Technical vision/ options paper and	• Produce a technical options and feasibly assessment for land use planning options within the Mecula-	Possibly Bachelor or Master level or LUP	1. Concept paper for LUP options in corridor	Work	n/a	USD 60,000

feasibility assessment for land use planning options in corridor and outside park areas, linked to provincial development planning	Marrupa corridor and the potential development of surrounding areas outside the National Reserve • Undertake field visits and scope options for social acceptability and economic feasibility • Clearly advise on options based on Community ideas • Provide technical backstopping	professional Training/ teaching certification/ experience Work experience in Niassa province Track record in community outreach work National or international consultant	and outside reserve 2. Options concepts – maps, materials for planning with relevant decision –makers and local communities	packages Up to 6 month		
Economic development advice for conservancy complexes and their micro-projects, incl. on small grants / micro loans	• Review small grants/ micro loans approach for delivery of community development interventions in Conservancies, based on existing experiences at GRP • Develop relevant procedures and guidelines for implementation through GRP community engagement staff • Consider long-term sustainability of scheme and make relevant financial sustainability recommendations • Review community plans and proposals with a view to economic sense and sustainability	Possibly Master level in economics or Business Administration Work experience in Niassa province National or international consultant	1. Plan for small grants/ micro loans concept 2. Set up of small grants/ micro loans "facility" at ANAC/WCS Niassa 3. Training of ANAC/WCS Niassa co-mgt team staff 4. Technical back stopping on demand	Work packages Up to 6 month, then sporadic support on demand	n/a	USD 60,000
Gender mainstreaming support	• At inception phase, review gender mainstreaming strategy and develop additional practical activities • Develop gender mainstreaming tracking tool, linked to project reporting and M&E • Deliver simple trainings and awareness raising on gender inclusion and mainstreaming • Focus on how this project will help to reduce the inequalities between male and female in accessing resources and opportunities related to NRM (land market, training etc.)	Possibly Master level Work experience in Niassa province Track record in gender and community outreach work Experience in Conservancy establishment an advantage National or international	4. Gender mainstreaming strategy paper 5. Tracking tool Trainings	Work packages Up to 6 month, incl. sporadic tracing of progress	n/a	USD 60,000

		consultant				
Awareness campaign on poaching, wildlife and forest crime and IWT.	• Based on best practice incl. e.g. from the Mariri experience develop a clear strategy of how to raise awareness and connectivity with wildlife, nature and the NNR amongst local people living in the Mecula-Marrupa Corridor and beyond • Develop a clear implementation plan together with the WCS community outreach staff	Possibly Bachelor or Master level or communication/ community outreach professional Work experience in Niassa province National or international consultant	1. Concept paper for awareness campaign 2. Campaign design and implementation plan 3. Design of key materials 4. Training of WCS/ANAC team 5. Technical back stopping on demand	Work packages Up to 6 month	n/a	USD 60,000
Community contractors: SFM, SLM - "food-for-work"/ work colonies for rehabilitation approaches; participatory LUP – and demarcation of boundaries, through WCS and sub-contracted NGO/CBO	• "Food-for-work" programmes for several interventions to be developed; WCS team to develop detailed TORs based on demand	Community contractors	On demand for specific activities such as forest rehabilitation, SLM, alien invasive species removal, work colonies - TBD	Several work packages – TBD	n/a	USD 200,000
Contractual Services: Community Program infrastructure according to schedule (outputs 3.1 to 3.5) (see Annex Q for details).	3.1 COMMUNITY PROGRAM HQ: Middle Management House, Barracks - 8 room, Ablutions Open Roof, Office, Septic Tank. 3.2 CORRIDOR COMMUNITY FACILITIES (5x): NRM Committee Offices x 5. 3.3 MBATAMILA COMMUNITY EDUCATION CENTER: Environment Center Training Facility, Ablutions, Open Dining Room, Open Kitchen, Septic Tank. 3.4 Additional expenses: Site Establishment and Administration, Contingencies, Escalation, Architectural Fees, Management. Detailed procurement notes developed and available at UNDP Moz CO.	Building professionals Track record with WCS/ANAC co-mgt team Niassa	1. Community Program Hq: Middle Management House & Barracks 2. Corridor Community Facilities (5x) 3. Mbatamila Community Education Center	Years 1 to 3	n/a	Contractual Services: 228,933.50 & Materials and Goods USD 75,294.08

ANNEX K. Capacity Assessment Scorecard for law enforcement agencies – ANAC (MITADER)

Capacity Assessment Scorecard –
National Agency for Conservation Areas (ANAC)
under the Ministry of Land, the Environment and Rural Development (MITADER)

Project/Programme Name: Strengthening the conservation of globally threatened species in Mozambique through improving biodiversity enforcement and expanding community conservancies around protected areas UNDP-GEF PIMS ID number: 5474

Project/Programme Cycle Phase: PPG. Date: 30 September 2016

UNDP Capacity development scorecard

Summary Results of the UNDP Capacity Development Scorecard for Institutions responsible for combating poaching and IWT

Strategic Areas of Support	**Systemic**			**Institutional**			**Individual**			**Average %**
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	4	6	66.66	2	3	66.66	n/a	n/a	n/a	55.55
(2) Capacity to implement policies, legislation, strategies and programs	1	6	16.66	13	27	48.14	4	12	33.33	32.71
(3) Capacity to engage and build consensus among all stakeholders	3	6	50	3	6	50	2	3	66.66	55.55
(4) Capacity to mobilize information and knowledge	1	3	66.66	1	3	33.33	1	3	33.33	44.44
(5) Capacity to monitor, evaluate, report and learn	2	6	33.33	2	6	33.33	2	3	66.66	44.44
TOTAL Score and average for %'s	**11**	**27**	**40.74**	**21**	**45**	**46.66**	**9**	**21**	**42.86**	**43.42**

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
1. Capacity to conceptualize and formulate policies, legislations, strategies and programs					
	Systemic	The agenda to combat poaching and IWT is being effectively championed / driven forward	0 -- There is essentially no agenda on combating poaching and IWT; 1 -- There are some persons or institutions actively pursuing anti-poaching agenda but they have little effect or influence; 2 -- There are a number of persons and institutions that drive the anti-poaching agenda, but more is needed; 3 -- There are an adequate number of able "champions" and "leaders" effectively driving forwards anti-poaching and IWT agenda	**2**	The National Strategy for Combating poaching and IWT is in place but capacity for implementation is minimal
	Systemic	There is a strong and clear legal mandate for combating poaching and IWT	0 -- There is no legal framework to support efforts aimed at combating poaching and IWT; 1 -- There is a partial legal framework supporting efforts aimed at combating poaching and IWT, but it has many inadequacies; 2 – There is a reasonable legal framework supporting efforts aimed at combating poaching and IWT but it has a few weaknesses and gaps; 3 -- There is a strong and clear legal mandate supporting efforts aimed at combating poaching and IWT;	**2**	Existing legislation framework have failed to provide clear and concise regulation on anti-poaching and IWT. A revised regulation soon to be approved is meant to address existing gaps and strengthen the efforts to combat poaching and IWT
	Institutional	The Institution responsible for combating poaching and IWT is able to strategize and plan	0 -- Institution responsible for combating poaching and IWT has no plans or strategies; 1 -- Institution responsible for combating poaching has strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion; 2 -- Institution responsible for combating poaching and IWT has some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation; 3 – Institution responsible for combating poaching and IWT has strategies and plans which are relevant, prepared in a participatory manner and regularly updated	**2**	Plans and strategies lack meaningful participation from stakeholders and engagement
2. Capacity to implement policies, legislation, strategies and programs					
	Systemic	There are adequate skills for combating poaching and IWT	0 -- There is a general lack of skills for combating poaching and IWT; 1-- Some skills exist but in largely insufficient quantities to guarantee effective anti-poaching and prevention of IWT; 2 -- Necessary skills for effective anti-poaching and prevention of IWT do exist but are stretched and not easily available;	**1**	Individuals with irrelevant qualifications and skills and receive limited training and mentoring

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			3 -- Adequate quantities of the full range of skills necessary for effective anti-poaching and prevention of IWT are easily available		
	Systemic	There is a fully transparent oversight authority for the institution responsible for combating poaching and IWT	0 -- There is no oversight at all of the institution responsible for combating poaching and IWT; 1 -- There is some oversight, but only indirectly and in a non-transparent manner; 2 -- There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ; 3 -- There is a fully transparent oversight authority responsible for combating poaching and IWT	**0**	There is no oversight
	Institutional	The Institution responsible for combating poaching and IWT is effectively led	0 – Institution responsible for combating poaching and IWT has a total lack of leadership; 1 -- Institution responsible for combating poaching and IWT exist but leadership is weak and provides little guidance; 2 -- Institution responsible for combating poaching and IWT has reasonably strong leadership but there is still need for improvement; 3 -- Institution responsible for combating poaching and IWT is effectively led	**1**	When working together with institutions with anti-poaching programs supported by co-financing the leadership tends to improve
	Institutional	The institution responsible for combating poaching and IWT has regularly updated, participatory prepared, comprehensive management plans	0 - Institution responsible for combating poaching and IWT has no management plans; 1 - Institution responsible for combating poaching and IWT has up-to-date management plans but they are typically not comprehensive and were not participatory prepared; 2 -- Institution responsible for combating poaching and IWT has management plans though some are old, not participatory prepared or are less than comprehensive; 3 – institution responsible for combating poaching and IWT has a regularly updated, participatory prepared, comprehensive management plans	**2**	In some cases the officers on the ground review and update the management plans with a participatory approach soon after 5 years
	Institutional	Human resources are well qualified and motivated	0 -- Human resources are poorly qualified and unmotivated; 1 -- Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated; 2 -- HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified; 3 -- Human resources are well qualified and motivated.	**1**	Staff are often not driven, motivated or suitably qualified/trained for their role
	Institutional	Management plans	0 -- There is very little implementation of management plans;	**1**	Good strategies are formulated

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		are implemented in a timely manner effectively achieving their objectives	1 -- Management plans are poorly implemented and their objectives are rarely met; 2 -- Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met; 3 -- Management plans are implemented in a timely manner effectively achieving their objectives		but implementation constraints such as budget, suitable resources render these strategies unimplemented
	Institutional	The Institution for combating poaching and IWT is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	0 -- Institution responsible for combating poaching and IWT typically is severely underfunded and has no capacity to mobilize sufficient resources; 1 -- Institution responsible for combating poaching and IWT has some funding and is able to mobilize some human and material resources but not enough to effectively implement their mandate; 2 -- Institution responsible for combating poaching and IWT has reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate; 3 -- Institutions responsible for combating poaching and IWT are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	**0**	Underfunded every year and annual budget increasingly reduced due to national economic slowdown
	Institutional	The institution for combating poaching and IWT is effectively managed, efficiently deploying their human, financial and other resources to the best effect	0 -- Institution for combating poaching and IWT exists but it has no management; 1 -- Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal; 2 -- The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way; 3 -- The institution for combating poaching and IWT is effectively managed, efficiently deploying its human, financial and other resources to the best effect	**1**	There is a lack of suitably motivated and qualified resources at the disposal of the organization to be used for the various projects
	Institutional	The institution for combating poaching and IWT is highly transparent, fully audited, and publicly accountable	0 – Institution for combating poaching and IWT are totally non-transparent, not being held accountable and not audited; 1 – Institution for combating poaching and IWT is not transparent but is occasionally audited without being held publicly accountable; 2 -- Institution for combating poaching and IWT is regularly audited and there is a fair degree of public accountability but the system is not fully transparent; 3 -- The Institution for combating poaching and IWT are highly transparent, fully audited, and publicly accountable	**0**	ANAC is audited internally by its own Ministry – MITADER. External audits are carried out by the Administrative Tribunal- (frequency not defined). Information such annual reports, activities , plans are meant to be publically available through

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
					ANAC's website
	Institutional	There is a legally designated institution for combating poaching and IWT with the authority to carry out their mandate	0 -- There is no lead institution or agency with a clear mandate or responsibility for combating poaching and IWT; 1 -- There are one or more institutions or agencies dealing with anti-poaching and IWT but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements; 2 -- There are one or more institutions or agencies dealing with anti-poaching and IWT, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps; 3 -- Institutions for combating poaching and IWT have clear legal and institutional mandates and the necessary authority to carry out this out	**2**	ANAC is the national institution legally mandated to manage protected areas. There are NGO's which co-manage protected areas and other institutions which support combating anti-poaching and IWT through investments
	Institutional	Anti-poaching and IWT prevention are effectively carried out	0 -- No enforcement of regulations is taking place; 1 -- Some enforcement of regulations but largely ineffective and external threats remain active; 2 -- Regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated; 3 -- Regulations are highly effectively enforced and all external threats are negated	**1**	Limited enforcement power. Very limited funding, lack of suitable motivated staff, equipment, working conditions and
	Individual	Individuals are able to advance and develop professionally	0 -- No career tracks are developed and no training opportunities are provided; 1 -- Career tracks are weak and training possibilities are few and not managed transparently; 2 -- Clear career tracks developed and training available; HR management however has inadequate performance measurement system; 3 -- Individuals are able to advance and develop professionally	**1**	Staff not aware of potential opportunities for professional development and career advancement
	Individual	Individuals are appropriately skilled for their jobs	0 -- Skills of individuals do not match job requirements; 1 -- Individuals have some or poor skills for their jobs; 2 -- Individuals are reasonably skilled but could further improve for optimum match with job requirement; 3 -- Individuals are appropriately skilled for their jobs	**1**	Poor selection process for recruitment of staff. Very limited training and skills development to the job

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
	Individual	Individuals are highly motivated	0 -- No motivation at all; 1 -- Motivation uneven, some are but most are not; 2 -- Many individuals are motivated but not all; 3 -- Individuals are highly motivated	**1**	Some individuals are motivated and driven by vocation others even in the same team may not
	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	0 -- No mechanisms exist; 1 -- Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed; 2 -- Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required; 3 -- There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	**1**	Limited flow of new staff. Individuals stay in their roles with limited training, mentoring so despite many years on the job, show limited knowledge
3. Capacity to engage and build consensus among all stakeholders					
	Systemic	The institution for combating poaching and IWT has the political commitment they require	0 -- There is no political will at all, or worse, the prevailing political will runs counter to the interests of institutions; 1 -- Some political will exists, but it is not strong enough to make a difference; 2 -- Reasonable political will exists, but is not always strong enough to fully support institutions; 3 -- There are very high levels of political will to support institutions	**2**	There is some political will but not able to ensure effective coordination amongst government stakeholders and transboundary cooperation to be implemented
	Systemic	The institution for combating poaching and IWT has the public support they require	0 -- The public has little interest in institution responsible for combating poaching and IWT and there is no significant lobby for these institutions; 1 -- There is limited support for institution responsible for combating poaching and IWT; 2 -- There is general public support for institution responsible for combating poaching and IWT and there are various lobby groups such as environmental NGO's strongly pushing them; 3 -- There is tremendous public support in the country for the institution responsible for combating poaching and IWT	**1**	Limited public awareness of the benefits of preserving protected species or understands the challenges involved in combating poaching and IWT
	Institutional	The institution responsible for combating poaching and IWT is mission	0 -- Institutional mission not defined; 1 -- Institutional mission poorly defined and generally not known and internalized at all levels;	**2**	Lack of competent and motivated human resources able to implement goals and objectives

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		oriented	2 -- Institutional mission well defined and internalized but not fully embraced; 3 – Institutional missions are fully internalized and embraced		
	Institutional	The institution responsible for combating poaching and IWT can establish the partnerships needed to achieve their objectives	0 -- Institution responsible for combating poaching and IWT operate in isolation; 1 -- Some partnerships in place but significant gaps and existing partnerships achieve little; 2 -- Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives; 3 -- Institutions responsible for combating poaching and IWT establish effective partnerships with other agencies and institutions, including national and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	**1**	Some partnerships have contributed towards meeting objectives. Partnerships still require leadership from the responsible institution
	Individual	Individuals carry appropriate values, integrity and attitudes	0 -- Individuals carry negative attitude; 1 -- Some individuals have notion of appropriate attitudes and display integrity, but most don't; 2 -- Many individuals carry appropriate values and integrity, but not all; 3 -- Individuals carry appropriate values, integrity and attitudes	**2**	Investment in the recruitment process required to select individuals with the right set of values. Re-training of motivated staff, matching vocation, skills to roles
4. Capacity to mobilize information and knowledge					
	Systemic	The institution responsible for combating poaching and IWT has the information they need to develop and monitor strategies and action plans for the management of the protected area system	0 -- Information is virtually lacking; 1 -- Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access; 2 -- Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability; 3 -- Institutions responsible for combating poaching and IWT have the information they need to develop and monitor strategies and action plans for the management of the protected area system	**1**	There is limited baseline data collected in a consistent and systematic manner to enable monitoring plans and actions to be implemented effectively
	Institutional	The institution	0 -- Information is virtually lacking;	**1**	The information which exists is

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		responsible for combating poaching and IWT has the information needed to do their work	1 -- Some information exists, but is of poor quality and of limited usefulness and difficult to access; 2 -- Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity; 3 -- Adequate quantities of high quality up to date information for institutions responsible for combating poaching and IWT to carry out planning, management and monitoring is widely and easily available		scattered and fragmented between site and main project offices, some information is of limited quality or not easily accessible to all the relevant staff
	Individual	Individuals working with the institution responsible for combating poaching and IWT work effectively together as a team	0 -- Individuals work in isolation and don't interact; 1 -- Individuals interact in limited way and sometimes in teams but this is rarely effective and functional; 2 -- Individuals interact regularly and form teams, but this is not always fully effective or functional; 3 -- Individuals interact effectively and form functional teams	**1**	Institutional habits and weakly motivated individuals within the responsible institution hinder team- work and effective interaction with external collaborators
5. Capacity to monitor, evaluate, report and learn					
	Systemic	Policies for the institution responsible for combating the poaching and IWT are continually reviewed and updated	0 -- There is no policy or it is old and not reviewed regularly; 1 -- Policy is only reviewed at irregular intervals; 2 -- Policy is reviewed regularly but not annually; 3 -- Institutional policy for combating poaching and IWT is reviewed annually	**1**	Policies reviewed to respond to shortcomings of existing policies, regional (SADC) recommendations and inter agency cooperation needs
	Systemic	Society monitors the state of the institution responsible for combating poaching and IWT	0 -- There is no dialogue at all; 1 -- There is some dialogue going on, but not in the wider public and restricted to specialized circles; 2 -- There is a reasonably open public dialogue going on but certain issues remain taboo; 3 -- There is an open and transparent public dialogue about the state of the institutions responsible for combating poaching and IWT	**1**	Limited awareness and information about the value of wildlife is communicated effectively to the wider low educated society to promote participation
	Institutional	The institution is highly adaptive, responding effectively and immediately to change	0 -- Institution resist change; 1 -- Institution do change but only very slowly; 2 -- Institution tend to adapt in response to change but not always very effectively or with some delay;	**1**	Institutional change is promoted by top-down initiatives which take time to trickle down and

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			3 -- Institution is highly adaptive, responding effectively and immediately to change		slow to respond
	Institutional	The Institution has effective internal mechanisms for monitoring, evaluation, reporting and learning	0 -- There are no mechanisms for monitoring, evaluation, reporting or learning; 1 -- There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak; 2 -- Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be; 3 -- Institution has effective internal mechanisms for monitoring, evaluation, reporting and learning	**1**	ANAC has some mechanisms but they have not implemented effectively. This can be due to lack of qualified/skilled staff, adequate financial resources
	Individual	Individuals are adaptive and continue to learn	0 -- There is no measurement of performance or adaptive feedback; 1 -- Performance is irregularly and poorly measured and there is little use of feedback; 2 -- There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be; 3 -- Performance is effectively measured and adaptive feedback utilized	**2**	ANAC has a policy for the measurement of individual performance which takes place every year

ANNEX L. Stakeholders consulted during the PPG

Stakeholder/Organization	Institution (Govern/NGO/Community)	Gender	Position	Location (District, Province)	Contact Information
Albino Joao	NNR	M	Community Liaison	Mecula	824268813
Odete Antonio	NNR	F	Community Liaison	Mecula	820486764
Maria Pinto	NNR	F	Community Department Coordinator	Mecula	824237208
Joaquim Nauguer	SDAE-Mecula	M	District Planning Department	Mecula	828280249
Rui Siabo	SDAE-Mecula	M	Fiscal	Mecula	878424172
Taimo Veloso Bernabé	SDAE-Mecula	M	Fiscal	Mecula	871748334
Rosario Faranhane	SDAE-Mecula	M	District Director	Mecula	829222320
Lopes Alimo	Servicos de Educacao-Mecula	M	District Director	Mecula	864022450
Veronica Augusto	Servicos de Educacao-Mecula	F	Administrative	Mecula	865471402
Jose Tomas	Servicos de Educacao-Mecula	M	Administrative	Mecula	868705818
Carolina Moyo	Servicos de Educacao-Mecula	F	Education worker	Mecula	868698494
Castelo Gerasse	Servicos de Educacao-Mecula	M	Administrative	Mecula	866925137
Leopoldina Mario	Servicos de Educacao-Mecula	F	Education worker	Mecula	863417596
Antonio Jornal	Procuradoria-Mecula	M	Legal clerk	Mecula	872168260
Danilo Mouzinho	Procuradoria-Mecula	M	District Prosecutor	Mecula	824068909
Iassine Alahe	Governo Distrital	M	Permanent Secretary	Mecula	869182042
Albino Moises	Comite de Gestao de Recursos Naturais	M	Community worker	Bebedo-Nhamatanda	844904410
Raimundo Simbe	Comite de Gestao de Recursos Naturais	M	Community worker	Bebedo-Nhamatanda	868683711
Serida Beni	Comite de Gestao de Recursos Naturais	F	Community worker	Bebedo-Nhamatanda	868243522

Stakeholder/Organization	Institution (Govern/NGO/Community)	Gender	Position	Location (District, Province)	Contact Information
Joao Airone	Comite de Gestao de Recursos Naturais	M	Community member	Bebedo-Nhamatanda	867349455
Celestino Americo	Comite de Gestao de Recursos Naturais	M	Community worker	Bebedo-Nhamatanda	862502905
Manuel Tomo	Gorongosa Restauration Project	M	Supervisor	Gorongosa	828278570
Marcelino Goba	Gorongosa Restauration Project	M	Supervisor	Gorongosa	825788740
Tato Joao	Montebello Goongosa Lodge	M	Gardner	Gorongosa	871120872
Tiago Lidimba	Community Land Intiative	M	Provincial Manager	Chimoio	828848280
Jose Argola	Community Land Intiative	M	Community Outreach	Chimoio	828842530
Tito Reis	Comite de Gestao de Recursos Naturais	M	Community worker	Bebedo-Nhamatanda	849233847
Isaak Castrim	SDAE-Nhamatanda	M	District Government worker - Vinho	Bebedo-Nhamatanda	828400970
Filipe Paulo	Comite de Gestao de Recursos Naturais	M	Community member- Vinho community	Bebedo-Nhamatanda	867170681
Bernabé Ferro	Governo do distrito de Nhamatanda	M	Community Leader – Bebedo community	Nhamatanda	848446356
Dr. Carlos Lopes Pereira	ANAC	M	Head of Anti-poaching Unit	Maputo	clpereira@anac.gov.mz
Agostinho de Nazare Mangueze	ANAC	M	Deputy Director	Maputo	anazare@anac.gov.mz
Dr. Bartolomeo Soto	ANAC	M	Director	Maputo	bsoto@anac.gov.mz
Dr. Francisco Pariela	ANAC	M	CITES Mgt. Authority	Maputo	fpariela@gmail.com
Sebastaó	ANAC	M	Staff at ANAC Anti-poaching Unit	Maputo	psebastiao@anac.gov.mz
Alastair Nelson	WCS	M	WCS Mozambique Country Manager	Maputo	anelson@wcs.org
Simon Hedges	WCS	M	WCS Elephant Coordinator and Consultant for National Elephant Action Plan workshop	International	shedges@wcs.org
Falk Grossmann	WCS	M	Pilot, Operations Manager, GEC Survey Scientist	Niassa	fgrossmann@wcs.org

Stakeholder/Organization	Institution (Govern/NGO/Community)	Gender	Position	Location (District, Province)	Contact Information
Rob Craig	WCS	M	WCS Niassa Project Manager	Niassa	rcraig@wcs.org
Cornelio Miguel	ANAC	M	Niassa NR Warden	Niassa	corneliomiguel@yahoo.com
Mateus Mutemba	GRP	M	Warden of Gorongosa National Park	Gorongosa	mmutemba@gorongosa.net
Greg Carr	Carr Foundation GRP	M	President	Gorongosa	idahocarr@gmail.com
Mark Stalman	GRP	M	Department of Scientific Services, Director	Gorongosa	stalmans@gorongosa.net
Manuel Mutimucuio	GRP	M	Director of Human Development Department	Gorongosa	manuelmutimucuio@gmail.com
Mike Marchington	GRP	M	Operations Manager	Gorongosa	mikem@gorongosa.net
Dr, Rui Branco	GRP	M	Head of Antipoaching	Gorongosa	chibedjana@hotmail.com
Mateus Mutemba	GRP	M	Gorongosa NP Warden	Gorongosa	mmutemba@gorongosa.net
Matthew Jordan	GRP	M	Researcher	Gorongosa	matthewj@gorongosa.net
Roberto Zolho	MITADER	M	Forestry Advisor	Maputo	rzolho@gmail.com
Vernon Booth	Formerly WWF staff in Niassa NR	M	Wildlife Management Consultant	Zimbabwe	vernonrbooth@gmail.com
Dr. Simon Anstey	Formerly WWF Chipanje Chetu Project (Niassa)	M	FZS Africa Programme Director	Tanzania	simon.anstey@gmail.com
Janeiro Avelino Janeiro	UNDP Mozambique	M	UNDP-Climate Change Advisor	Maputo	Janeiro.avelino@undp.org
Andrew Mark Rylance	UNDP Mozambique	M	UNDP Natural Resource Mgt. Advisor to ANAC	Maputo	Andrew.rylance@undp.org
Brian Harris	Conservation Outcomes	M	Director	South Africa	brian@conservationoutcomes.org
Samuel Woudo Tefera	Ethiopian Airlines	M	Manager Airport Service Maputo	Maputo	samuelw@ethiopianairlines.com
Albino Macamo	Director	M	Prosecutor Generals' Office	Maputo	avmacamo@gmail.com
Keith Begg	Niassa Carnivore Project / Mariri	M	Project Staff	Niassa NR	keithsbegg@gmail.com

Stakeholder/Organization	Institution (Govern/NGO/Community)	Gender	Position	Location (District, Province)	Contact Information
	Investimentos / The Ratel Trust				
Afonso Madope	Moz Bio	M	Moz. Bio Project Coordinator	Maputo	Afonso.madope@gmail.com
Dr. Mohamed Harun	Moz Bio	M	Moz. Bio staff	Maputo	Mohamed.harun@gmail.com
Filipa Carreira	FC-Consulting	F	Consultant	Maputo	filipa.carreira@fc-consulting.co
Marco Pani	Moz. Bio	M	External Consultant for ANAC and Moz Bio Project for NIRAP reporting	Italy	pani.marco@gmail.com
Wim Ebersohn	Chuilexi	M	Head of Antipoaching	Niassa	w.ebersohn@chuilexi-conservancy.org
Angela Hogg	USAID	F	USAID Nat. Res. Mgt. Staff	Maputo	ahogg@usaid.gov
Derek Littleton	Niassa Hunting & Tourism Concession (Block L7)	M	L7- Concession Manager	Niassa	derek@luwire.co.mz
Stephane Cordesse	Niassa Hunting Concession (Block L3)	M	L3-Concession Manager	Niassa	Stephane.cordesse@hotmail.fr
Howard Hunter	Chipanje Chetu Project	M	Chipanje Chetu Project Manager	Niassa	howardhunter@hotmail.com
Eurico Cruz	Niassa Hunting & Tourism Concession (Block L7)L	FF	Luwire (L7) Mgt. staff	Niassa	eurogcruz@gmail.com
James Allan	WCS /University of Queensland	M	Landscape Planner for NNR GMP	Australia	j.allan2@uq.edu.au
Leisa Perch	UNWomen	F	Deputy Representative UN Women	Maputo	l.perch@unwomen.org

ANNEX M. Co-financing letters

1. UNDP
2. ANAC
3. GRP
4. WCS

ANNEX N. UNDP SMALL GRANTS/ MICRO-LOAN GUIDANCE

It is foreseen that each IP (GRP and WCS) develop their stand-alone small grants mechanisms for delivering community grants. It will be considered if such a mechanism can be set up for long-term community engagement. At this point the mechanism is designed to allow for some degree of independence by the established community organizations and conservancies.

1. Review the best practices in using small grant mechanisms to engage communities in conservation and development outcomes
2. Through a consultative process develop the programming document for selection process of suitable project to receive the grants
3. Consult with the Local Government Authorities (LGAs) in the target area on the small grants mechanism including government – e.g. how can local representatives be engaged in the oversight of grant selection and monitoring
4. Formalize the grants program including governance and approve programming areas
5. Raise awareness on the availability of grants in the local areas targeted by the program
6. Support communities to apply for and manage grants, including by match-making with relevant NGOs and CSOs.
7. On a pre-approved cycle, approve grants
8. Monitor the grants delivered for results according to the programming framework.
9. Facilitate lessons learning amongst grant-recipient communities
10. Work with grantees to develop sustainability plans and up-scale results where successes were demonstrated
11. Capture and document results and lessons for sharing

The mechanism will be set up applying UNDP''s standard guidance.

Implementation of the small grant facility

The PMU through UNDP CO will host and manage the facility, i.e. It will not be implemented through any intermediary organization such as an NGO or CBO. Grants from the facility will not exceed $10,000, with a maximum total of $50,000 for any single organization or entity in the target area.

Grants will involve performance conditions, developed via guidance from the LGAs and AAs.

The **Updated Guidance on Micro Capital Grants** ***From "Accounting for Grants (Accounting Instruction 1)"*** should be used as an implementation guide for the facility:

UNDP's Financial Regulation 19.01 Grants states: 'The Administrator is authorized to incorporate micro-capital grant support in association with technical cooperation programs. Such micro-capital assistance may be in the form of small grants, credits or loans implemented through an intermediary which includes non-governmental or grass-roots organizations'. Further, the definitions provide: 'micro-capital grant– the financial assistance provided to an intermediary which includes non-governmental or grass roots organizations in an amount not exceeding $150,000 for each individual grant'. UNDP's 'Guidance on Micro-Capital Grants' provides that credit and non-credit activities may be included among the inputs financed by UNDP

The Guidance also provides for the following types of activities to be supported by grants for non-credit purposes:

- Strengthening the institutional capacity of local NGOs and CBOs;
- Supporting community-based self-help initiatives, which may include income-generating activities designed to alleviate poverty;
- Promoting advocacy activities and networking between civil society organizations (CSOs), government and donors; and
- Supporting NGOs and CBOs involved with local environmental protection and poverty.

UNDP's 'Guidance on Micro-Capital Grants' provides that:

- Grants for credit activities can be used by the recipient organization to cover the costs of its operations, purchase equipment, hire new staff, or to capitalize credit funds within the financial limits
- An individual micro-capital grant may not exceed $150,000.
- A recipient organization may receive multiple grants provided the grants do not exceed on a cumulative basis $300,000 within the same program or project. To receive multiple grants, the recipient organization must have produced the results agreed to in the prior grant agreement, and a new micro-capital grant agreement must be approved by the steering committee.
- No more than 10 per cent of a country's TRAC allocation, may be spent on micro-capital grants over the Country Programme period.
- If the $300,000 cumulative limit is to be exceeded, the country office must submit a request through the Regional Bureau for clearance by BMS/OFRM.
- On all requests related to credit or microfinance, require technical clearance from UNCDF.
- UNDP requires NGOs and CBOs as potential micro-capital grant recipients to be identified during project formulation and expects them to be listed in the annual work plan.

The 'Guidance on Micro-Capital Grants' can be accessed at the below link:https://intranet.undp.org/global/documents/_layouts/WopiFrame.aspx?sourcedoc=/global/documents/ppm/Guidance%20on%20Micro-capital%20Grants.doc&action=default&DefaultItemOpen=1

ANNEX O. Description of partnerships and baseline projects

Programs, and Initiatives	Description
GEF-funded projects	
GEF 5225 Mozambique conservation Areas for Biodiversity and Development (MOZBIO)	This While other GEF projects have been reviewed, specific collaboration with the WB Phase III TFCA, also known as MOZBIO project have been established. MOZBIO supports ANAC and esp. PAs other than Niassa and Gorongosa in improving PA management effectiveness. Activities under component 1 of the GEF 6 intervention are closely linked. Improved PA management will also improve anti-poaching, wildlife and forest crime and IWT efforts. Specifically interventions on human resource management and improvement are dovetailed between the GEF 6 and MOZBIO interventions. There is no potential overlap, but rather strong potential for synergies, collaboration and lessons learning.
Global Wildlife Programme	This child project is being submitted to the GEF as part of the Programmatic Approach to Prevent the Extinction of Known Threatened Species. A key focus is on reducing poaching and illegal trafficking of threatened species, the subject matter of the GEF's Program 3, under the Biodiversity Focal Area Strategy. The so-called Global Wildlife Program (GWP) led by the World Bank is a multi-agency Programmatic Approach. UNDP projects under the Programmatic Approach follow a 'national strategy methodology', i.e. they engage key national stakeholders in addressing the issue of preventing the extinction of known threatened species and fighting wildlife crime as an issue of governance and development, as much as it is an issue of NRM. The GWP supports the project through knowledge management and expert support/ oversight during project preparation and implementation. Learning amongst the community of practice of the 19 GWP member-countries is a special service of the GWP, which aims to improve the global anti-poaching, Wildlife and Forest Crime and IWT response.
Government programmes and projects	
ANAC/MITADER Government baseline	ANAC, part of MITADER, is responsible for managing PAs in Mozambique. In certain PAs ANAC has entered co-management agreements with international NGOs (e.g. WCS in NNR). ANAC was only established as a distinct agency a few years ago and it still requires support for improving its operational, technical and strategic capacity and fulfilling its role. A related domain to PA management is the management of timber resources in forest reserves, and of faunal resources in hunting preserves (Coutadas). Government oversight for these resources is made through MITADER under the National Directorate of Forests and under ANAC responsible for managing Coutadas. PAs management and NRM are well defined through the new Conservation Law, however, implementation and enforcement of it are limited. ANAC received an annual budget of USD 467.949 in 2015 and USD 410.256 in 2016 from state resources, and 1154 staff members are employed in 2016. Some additional – and here unaccounted for - dedicated support to PA management is rendered to the Government and through ANAC. The Medium-term Expenditure Framework (MTEF) 2015-2017[23] i.e. indicates an annual Government allocation of approximately USD 5.6 Mio to the Environment Sector, which would include allocations relevant to WFC in Mozambique. Various baseline initiatives create a strong foundation of investment, upon which this project builds. The Government of Mozambique's baseline investments into PA management across its PA network are substantial and are the foundation for an effective national anti-poaching, combatting wildlife and forest crime and IWT response. Specific collaborations exist between the GoM and organisations such as the Peace Parks Foundation and Conservation Outcomes on such work in e,g, the Limpopo TCFA, and others.
Other donor funded WC and IWT programmes and projects	
UNODC	The UNDP collaboration with UNODC and the outcomes from the UNODC ICCWC assessment are of particular importance in this regard and are being addressed in the National Strategy (Component 1). Activities are generally designed in a manner that no duplication takes place and that investments are well coordinated. The GEF 6 project focuses strongly on critical law enforcement infrastructure needs, as well community engagement strategies at two sites, which are currently not otherwise supported. This project specifically will support and focus on stronger coordination of Government but also donor investments into W&FC and IWT at the national level. A more

[23] Cenario Fiscal de Medio Prazo (CFMP), www.mpd.gov.mz

Programs, and Initiatives	Description
	detailed overview of existing baseline investments is included in Annex O.
International Anti-Poaching Foundation (IAPF)	Mozambique's National Agency for Conservation Areas (ANAC) and the International Anti-Poaching Foundation (IAPF) have signed a Memorandum of Understanding to collaborate on biodiversity protection across key areas targeting by poachers. Focusing on the Greater Lembombo Conservancy in Mozambique, adjacent to Krueger NP, IAPF contributed to the development of a strategy plan for Anti-Poaching for the area, and has partnered with private sector partners and the Mozambican government to address the poaching crisis contributing to a recent reduction of rhino poaching incidents in the trans-boundary area between Krueger NP and private concessions in Mozambique
USAID	USAID has been working with Mozambique's Attorney General's Office to bring together elected officials, law enforcement officers, conservation leaders, and reporters to develop a strategy to better prosecute wildlife traffickers and combat organized crime. The two year, $1.373 million project forms part of a wider assistance package of technical assistance, training and scholarships. Additionally, assistance is provided towards critical training for magistrates and justice officials at the National level which in turn will contribute towards increasing PGR's cooperation with civil society and improving articulation with other Mozambican Government institutions through a number of seminars on legal topics of interest, namely land rights, illegal immigration, and trafficking. In addition support has also been given to the development of a new Conservation Law passed in 2014, and advising regulatory reforms needed to apply the new law that criminalizes wildlife trafficking and improves community incentives for conservation.
The U.S. Fish and Wildlife Service (USFWS)	The U.S. Fish and Wildlife Service (USFWS) has provided USD 200,000 to target the creation of a dynamic intensive protection zone (IPZ) until 2017 aimed at protecting an important elephant population in Niassa National Reserve, in partnership with WCS. The project collars select elephant representatives within significant cohesive herds or concentrations of elephant family groups in order to focus anti-poaching and security efforts around intensive protection zones for the remaining significant herds of elephant in Niassa. Through WCS, USFWS provides support to combat elephant poaching core support to wildlife protection and activities include aerial surveillance, deployment of a rapid reaction anti-poaching team, field ranger training, and supplying salaries and rations to anti-poaching patrols.
Joaquim Chissano Foundation	The Mozambican government, and the Joaquim Chissano Foundation signed a Memorandum of Understanding for the establishment of a partnership for the conservation of fauna and flora, biological diversity and the combating of poaching of protected species in Mozambique in Limpopo National Park and Maputo Special Reserve. In addition, the South Africa-based Peace Parks Foundation signed an agreement in October 2014 to launch joint anti-poaching and counter-trafficking programmes, in the Great Limpopo TFCA and Maputo Special Reserve.
Peace Parks Foundation	Current projects for the Protection of Great Limpopo TFCA follow a MoU signed in 2014 between Mozambique and South Africa prioritizing biodiversity conservation and management to facilitate coordinated law enforcement operations, management and its component protected areas. In addition co-management agreement was signed for Zinave National Park resulting on cooperation between ANAC's and Peace Parks Foundation to jointly develop and manage Zinave as an integral component of Great Limpopo. This agreement has triggered further joint work between the two countries to integrate Great Limpopo the concession areas adjacent to Gonarezhou National Park in the north and the Greater Lembombo Conservancy located on the south-eastern boundary of Kruger National Park. Current projects in the Greater Limpopo TFCA benefit from the support of KFW, GIZ, AFD and the World Bank.
International Conservation Caucus Foundation (ICCF)	ICCF's mission is to advance U.S. leadership in international conservation through public & private partnerships & developing the next generation of Congressional conservation leaders. The ICCF directly supports the International Conservation Caucus (ICC) - the second largest U.S. Congressional Caucus. ICCF is supporting global work on IWT, and has previously supported representatives of the Prosecutor General's Office to attend trainings and be part of developing a regional road map for improving IWT prosecutions, including in Mozambique.
Wildcat Foundation	The Wildcat Foundation which provided USD 5.5 million to support law enforcement in NNR which has included support for scout training and purchase of firearms until end of 2016.
CITES-MIKES	*CITES-MIKES* pledges Euros 345,000 to support elephant protection work (law enforcement, intelligence gathering, monitoring) – contract to be signed
AFD	*AFD* pledges anti-poaching support Euros 1.8 Million – contract to be signed
Baseline investments at pilot site	
Niassa National	Niassa National Reserve baseline investments benefit from an investment of USD 9.8 million over

Programs, and Initiatives	Description
Reserve	five years on the Alliance for Ecosystem Conservation Systems, Markets and Tourism (ECO-SMART) from USAID. ECO-SMART focus on the improvement of protected area management in NNR to conserve its biodiversity, increasing economic and social returns from the sustainable use of NNR's natural resources whilst ensuring equitable benefit sharing among NNR's principle stakeholders. The ECO-SMART seeks to develop a strong platform for effective protected area management, which this year has established Reserve-wide communication systems, a conservation aviation unit, strategic development of protection infrastructure, procurement of vehicles and other equipment for ground operations, building the Reserve team and other law enforcement bodies in the Reserve, including the newly deployed environmental police force. USAID's investment supports a partnership with three of Niassa Reserve's tourism operators and potential new partners in future to be a model for promoting sustainable development for local communities, regional economies, and overall governance in Mozambique through biodiversity conservation. The NNR's tourism operators - Mariri, Chuilexi and Luwire - as ECO-SMART partners participate in strategic planning with focus on the zonation of the Reserve. GIS analysis and mapping of areas of wildlife importance, high threat, human population, resource use, and tourism value are factored-in the management decisions. In addition it seeks to strengthen the national protected area system and conserve biodiversity with lessons learned from NNR and other key Mozambican protected areas (PA's).
Gorongosa/ Carr Foundation	Baseline investments in Gorongosa National Park are largely funded by the **Carr Foundation** conservation/Law Enforcement department which currently employs more than 150 rangers with a total annual budget in USD 1,447,000 for 2016. The 2016 budget is jointly funded by USAID (USD 709,000) and Carr Foundation (USD 738,000) Ongoing retraining and refresher courses for law enforcement personnel will take place on an annual basis for the foreseeable future, as part of this commitment GRP have invested USD 357,000 in the retraining of the Law Enforcement division over the past 18 months. During 2016 USD 182,000 will be invested in retraining of the ranger force (2015: USD 175,000). In addition significant amounts of equipment have been purchased to support the rollout of the new strategy (2105: USD 51,000, 2016: USD 82,000). An additional investment of USD 62,000 was made during 2016 in order to establish a temporary tented infrastructure for the rollout of the new law enforcement strategy pending the construction of permanent law enforcement infrastructure. The establishment of a GIS based tracking system such as SMART is an important part of the Law Enforcement strategy, this will be implemented late in 2016 or during 2017. In addition to the USD 1,447,000 invested in law enforcement during 2016, a total of USD 451,000 will be invested in infrastructure. Community development will require USD 1,002,350, agriculture USD 805,012 and a further USD 1,329,971 will be investment in science. Carr foundation have further committed USD 600,000 for the construction of staff and management housing and USD 1,500,000 for tourism development, both of these projects are due to commence in the final quarter of 2016. GEF investment will be used to support the implementation of four law enforcement sectors in Gorongosa NP capacitated to effectively combat wildlife crime. It will upgrade critical law enforcement infrastructure in order to roll-out the revised law enforcement strategy which include ranger accommodation, office space, and related services such as power, water access roads, Bathwak airstrips, general furniture & equipment. In addition , a park wide enforcement monitoring system will be set up and supported by a GIS operations center at Chitengo/GNP GIS operations centre based in the Chitengo Headquarters (infrastructure, equipment, technical staff & training) to support effective law enforcement.

ANNEX P. Detailed description of project design: outputs and activities

Project Objective: To strengthen the conservation of globally threatened species in Mozambique through implementation of the Conservation Areas Act – improving biodiversity enforcement and expanding protected areas through community conservancies and targeted rural development action

Component 1: Institutional Support for Combating Illegal Wildlife Exploitation and Trafficking

Outcome 1. National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking is implemented in Mozambique

	Outcome 1 Key Outputs
1.1	National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking developed jointly with all national and international role-players
1.2	Coordination mechanism for implementation of the National Strategy is developed, discussed with relevant stakeholders
1.3	Documents for establishment of National Wildlife Crime Enforcement Unit at ANAC are developed
1.4	National Wildlife Crime Enforcement Unit at ANAC is provided with necessary training and equipment
1.5	Implementation of ANAC strategy for ranger succession management and IWT control is supported
1.6	Center for biodiversity assessment, identification of CITES specimens, and capacity building of customs, police and other relevant institutions is supported

During the PPG phase, key building blocks for a National Strategy to combat Wildlife- Forest Crime were developed with national and international role players and partners. The UNOCD conducted in parallel a National Assessment using ICCWC's Wildlife and Forestry Crime Analytic Toolkit. Assessment results have been incorporated into the draft strategy. The draft Strategy contains defined objectives, components, outputs and key roles for government and non-governmental actors and is annexed to this project document. It serves as foundation for the design of a strategy implementation plan under component 1 of this project. It is recognised that the GEF 6 intervention will be not able to address all strategic approaches of Mozambique's draft National Strategy on combating Wildlife and Forest Crime (W&FC) and IWT, and a few strategic support areas have been prioritised. At this point a draft Strategy Elements exist, but the full Strategy needs to be finalised, and notably discussed with stakeholders. Once finally adopted, support for the Strategy needs to be leveraged through political dialogue and multi-institutional ownership building.

A key element of the first component is national level coordination with a particular focus on intelligence-led, targeted preventative efforts to decrease illegal wildlife trafficking. Specific efforts will be made by the project to establish a coordination platform for such coordinated action, led by ANAC. The GEF6 project will include support the development of a national level wildlife crime unit based within ANAC. Capacity and operationalization of the National Wildlife Crime Unit will be fostered and critical collaborative partnerships between government agencies, the private sector, NGOs and community-based organizations will be formed to implement Mozambique's strategy against wildlife crime. Responding to the opportunities created by the new Conservation Act, this component will work to build national consensus concerning the value of wildlife for Mozambique's national development and to coordinate efforts of all role-players in combating W&FC[24] and IWT. Specific provisions are made to additionally, on an ad hoc and demand-led basis, support the implementation of anti-poaching plans for selected priority PAs under component 1 (See activates in budget). GEF 6 support will also be rendered to the effective implementation of the ANAC Human Resource Strategy, which aims to retrain rangers and scouts, undertake performance checks and retire those unfit for the job. GEF 6 resources will be commitment to support trainings and benefit payments. Furthermore, coordinating national efforts on a strategy involving all role-players to promote compliance with national legislation and the Convention on the International Trade in Endangered Species (CITES) will be part of ANAC's work portfolio and

[24] Notably, fisheries and marine related crimes are still under represented, and a special effort will be made to ameliorating a national response including these. This will mean including an additional set of sectoral role players in the future.

a scoping study of how to best develop national capacities in this regard will be undertaken. A scoping study will be undertaken, to identify is a national DNA lab should be further build up to support prosecution of wildlife crime suspects in future.

The excellent and internationally acclaimed Gorongosa-based Edward O. Wilson Laboratory situated in GNP will be further developed to a Center for biodiversity assessment, identification of CITES specimens, and capacity building of customs, police and other relevant institutions. Amongst other training courses will be conducted with Mozambican scientists and practitioners, and possibly students. Assessments for priority area may be conducted to support national needs.

Component 2: Strengthening enforcement capacity in key protected areas to combat wildlife crime on the ground

Outcome 2. Law enforcement to combat wildlife crime is strengthened in two project areas

	Outcome 2 Key Outputs
2.1	Law enforcement bases and ranger camps to support permanent protection of wildlife are built in Gorongosa NP and Niassa NR
2.2	Monitoring system for wildlife and forest crime enforcement is developed, presented to Gorongosa NP and Niassa NR and tested

Component 2 of the GEF6 projects targets the Gorongosa National Park and the Niassa National Reserve. Activities under this component focus on strengthening the enforcement chains in both PAs, addressing critical gaps in the existing systems and addressing immediate needs by project partners.

Gorongosa NP

Work under **output 2.1** will seek to strengthen the planning and management of law enforcement operations already ongoing in Gorongosa NP. Overall park management and law enforcement activities are currently coordinated from the Park's Headquarters in Chitengo, located in the southern part of the Park. While a strong complement of competent staff is undertaking regular monitoring and surveillance in the park, the large size and inaccessibility of it renders the rangers and scouts work difficult. Controlling the large area of the Park (10,000 km^2) will require a 'four sector' law enforcement approach with northern HQ and permanent law enforcement surveillance and control posts to be strategically introduced in hard to reach vulnerable areas of the Park (see Figure A2). Adding to existing investments by the Carr Foundation and conservation partners in strengthening site-level surveillance and patrol efforts, the GEF 6 funding will support the establishment of adequate housing for staff, office infrastructure, and support additional infrastructure such as boreholes, water storage, solar energy, providing relevant equipment and furniture. A detailed infrastructure and procurement plan has been developed during the PPG phase, and a well-developed and detailed budget has been drawn up for the investments. A summary overview is included in Annex Q.





Figure A1: Left: The Edward O. Wilson Laboratory building at Chitengo HQ – similar style and prefabricated buildings are foreseen for the sector posts and the northern HQ. Centre: training centre in biodiversity-related fields for students and conservation leaders in Mozambique *Right* : Biological exploration and monitoring, synoptic biodiversity collection and biodiversity data management, and molecular facility and DNA storage and extraction however an effective GIS centre to support park-wide law enforcement is currently lacking.

The investment will include the establishment of a "northern HQ" to support and operationalize enforcement control and command structures in the four enforcement blocks of the park. This "northern HQ" will at the same time serve to step up community outreach and engagement (see component 3) with communities in the northern and north-eastern borders of the park, strengthening the buffer zone and expanding conservation operations throughout the Greater Gorongosa-Marromeu Landscape. Establishing a management presence with law enforcement capabilities in the north of the Park will be critically important to curb the human encroachment in the Park along the northern rivers. The potential for establishing community-based monitoring networks in Conservancies around GNP will be scoped in connection with component 3 of the project, to support information gathering, together with improved mechanisms for monitoring wildlife and applying data to support intelligence.



Figure A2: The Gorongosa National Park's core area of 10,000 km2 is managed from the Chitengo Headquarters in the southern part of the park. Several smaller field camps/ ranger posts have been established, however, these remain basic and cannot support effective surveillance, law enforcement and anti-poaching operations. The vision is to manage the park in four distinct "law enforcement sectors", for which the GEF 6 project will invest into the establishment of critical support infrastructure.

In addition, through **output 2.2**, surveillance, law enforcement and anti-poaching efforts in GNP will be scaled up and strategic law enforcement coordination and management enhanced through the establishment of a GIS operations centre at Chitengo Headquarters. The GEF6 Project will invest into infrastructure, equipment, and technical capacity development and help to establish a functional monitoring system including a GIS support centre supporting the four proposed GNP law enforcement sectors. The operations centre will serve to capture and develop spatial analysis (mapping), and national capacity for comprehensive biodiversity and ecosystem services assessments, wildlife distributions, process intelligence information, and monitor law enforcement efforts.

Niassa Reserve

Since 2012, WCS and ANAC have been co-managing the Reserve concentrating on establishing an effective park management team and investing into critical anti-poaching, intelligence and law enforcement work. While an impressive staff complement has been established and major advances in conservation impacts can

be seen, there are several immediate needs to strengthen and upscale the operations in the Reserve. The GEF 6 project recognises that staff motivation and discipline as well as team building are of utmost importance to ensure that law enforcement is effective and not undermined by internal counterforces. Therefore o**utput 2.1** addresses the need to develop a strong staff motivation strategy and to invest into staff well-being as a matter of urgency. The objective is to improve the work and living conditions of staff by providing conditions which motivate, raise the morale and foster a sense of self-worth and purpose- these are prerequisites which promote the desired behaviour from the workforce and lay the foundation for adaptive management. The investments will focus on building/ upgrading staff accommodation at Mbatamila HQ, upgrading ranger posts, but also helping develop a strong staff and human resource (HR) development plan, providing HR training on leadership, motivation and team building. Further investments into identifying and implementing incentive measures – other than financial (e.g. awards opportunity to study/ formal academic recognition for the best employees) will be scoped, based on consultations with the staff.



Figure A3: Staff at Mbatamila HQ of the Niassa National Reserve are separated into management and admin staff quarters, warden and scout quarters. All infrastructure is basic and progressively in decay, inadequately providing shelter from inclement weather conditions and pests. Investments supporting healthy living conditions such as mosquito proofed staff accommodation for the scout force are necessary and feasible and will contribute significantly to the NNR scouts and park management staff operational availability. In addition, investing into social infrastructure will foster team spirit and staff morale.



Figure A4: Ranger/scout outposts are very basic. Law enforcement missions to outposts usually last for 45 days for a team of two – and living conditions are harsh. Motivation and effectiveness are limited by poor living conditions and a lack of functional and state-of-the-art equipment.

A detailed infrastructure and procurement plan has been developed during the PPG phase, and a well-developed and detailed budget has been drawn up for the investments. A summary of the full infrastructure plan is included in Annex Q.

Additionally, the team in NNR is set to further test community enforcement approaches which have already been initiated, as part of an incentive scheme. A more detailed enforcement strategy will be developed through this project, if the approach proves effective. Importantly, gender inclusion will be specifically considered in such a strategy, as ongoing intelligence work already identifies gender specific strength and weaknesses.

Output 2.2 focuses specifically on urgent forest crime and SFM related law enforcement, in a specific effort to curb illegal logging and forest related crime endemic in the NNR's north-eastern L9 block L9. The GEF 6 project will support already established surveillance activities, providing additional financial support for aerial

monitoring, contributing to flight hours. This is a specific priority identified by the project partners and is a co-financed activity.

Component 3: Establishing conservancies to expand the Gorongosa PA complex and establishment of community-management arrangements in Niassa NR, bringing sustainable land and forest management benefits, restoring degraded ecosystems and generating livelihoods

Outcome 3. Three new Community Conservancies (Gorongosa NP) and relevant community-management arrangements (Niassa NR) are officially established and participate in wildlife and habitat co-management

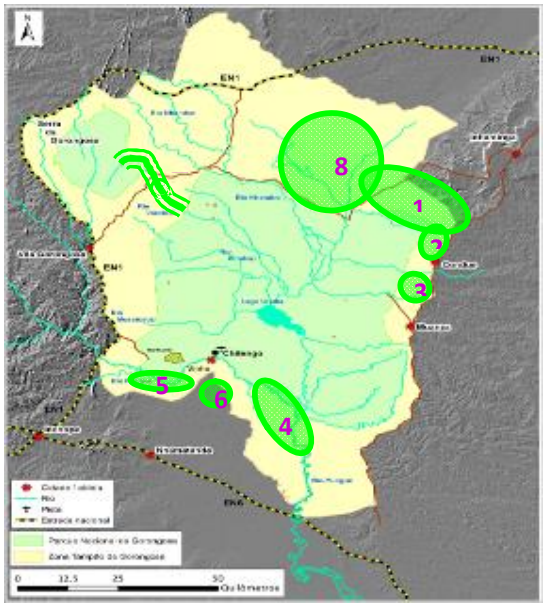
Outcome 3 Key Outputs[25]	
3.1	Legal documents for official establishment and governance of three community conservancies are prepared
3.2.	Wildlife and Forest Management plans are developed for three conservancies around Gorongosa NP and the Mecula-Marrupa Corridor in Niassa NR
3.3.	Members of conservancies and relevant co-management entities are trained in wildlife management, sustainable agriculture and forestry, and alternative income generation
3.4.	Pilot projects on community based wildlife managements, sustainable agriculture, ecosystem restoration and small business are developed and implemented in two project areas
3.5.	Human-wildlife conflict prevention and mitigation mechanisms are developed and presented to local communities for implementation

Gorongosa NP & bufferzone

New conservancies will be established and effectively managed for restoring degraded ecosystems in the Greater Gorongosa-Marromeu Landscape (with a focus on the GNP bufferzone) - avoiding deforestation, reducing fire frequency and allowing regeneration of degraded forests. At this stage, it is assessed that the project will directly help establish 131,000 hectares of new conservancies, land that will be more sustainably managed to play a 'buffer zone' role, and that would otherwise be prone to some level of deforestation and degradation, given the human presence and current unsustainable practices such as "slash and burn" agriculture.

The three areas that are earmarked for conservancy development comprise the following: Northern Rift Valley Conservancy (75,000 ha north of the park), where a combination of ecotourism based on world treasure paleontological sites and sustainable hunting for community use may be possible; Pungue River Conservancy (20,000 ha south of the park) which has strong wildlife ecotourism potential; and Cheringoma Sub-complex of Conservancies (36,000 ha of land east of the park) combining sustainable agriculture and conserved forest that provides the first stage of a planned corridor linking Gorongosa National Park and Marromeu Reserve.

[25] According to the Conservation Law 2014 (and Revision of 2016) these activities are all managed according to a Management Plan (Section IV articles 41 and 43)- ANAC led by the Administrator is the government agency responsible for the management of CA. The CA management board provides support to ANAC in the following: (i) Implementation and review (at least once every 5 years of the management plan, (ii) - Responding to the needs of communities who live legally in CA or buffer zones, (iii) Elaborate strategic development plans for CA's, (iv) Search for new income generating activities that reduce the pressure exerted by local communities on biodiversity, including biodiversity-based businesses, (v) Supervision of the implementation of concession agreements with operators within the context of developing public-private and community partnerships, (vi) Taking of measures to strengthen the conservation capacity within the context of the management plan.



1 North-eastern Community Conservancy
2 Eastern – Muanandimae - Com Cons
3 Eastern – Nguinha – Com Cons
4 Pungue East Community Conservancy
5 Pungue West Community Conservancy
6 Mitcheu Community Conservancy
7 Vunduzi Community Conservancy
8 Northern Community Conservancy

Figure A5: Map of the pre-identified conservancies in the GNP buffer zone. The project would work with most of these associated as three distinct "complexes" i.e. the Northern Rift Valley Conservancy (75,000 ha north of the park); the Pungue River Conservancy (20,000 ha south of the park), and the Cheringoma Sub-complex of Conservancies (36,000 ha of land east of the park).

Output 3.1 *Legal documents for official establishment and governance of three community conservancies are prepared and submitted to relevant government agencies for approval* will establish the northern and eastern community centre to support the delivery Human Development interventions involved in the community co-management work. Relevant infrastructure investments are being made to ensure that a regular and effective interaction with the local communities can be achieved. Outreach staff need housing and office space, as well as venues for community meetings and trainings are planned. A detailed infrastructure plan has been developed and is included in the budget for this GEF 6 project intervention. Once the centre is operational, staff will be hired who will then engage in a systematic process to help the local Communities in formally establishing the areas as Conservancy, including the final gazetting of it and the preparation of all legal documents required for the Conservancy registrations. Gazetting of conservancies and establishment of relevant bylaws for the management of the conservancy area will be purposed, and land use and economic development options be scoped.

Output 3.2. *Wildlife and Forest Management plans are developed for three conservancies around Gorongosa NP* will include developing capacity for community co-management of wildlife and their habitats (Northern Rift Valley Conservancy Complex (75,000 ha); Cheringoma Sub-complex of Conservancies (36,000 ha), Pungue River Conservancy Complex (20,000 ha)). Initial work under this activity will include visioning and engagement activities with conservancy complexes and specific conservancy development plans will be developed by the local communities. Communities will be supported in setting up effective governance structures. The Project will undertake socio-economic, livelihoods assessments and baseline studies, amongst other, all of which will from a useful foundation for the wildlife and forest management plans. Specifically, consultations and collaborations with provincial and district government, other organizations and entities will be facilitated to unlock effective service provision to the local communities by all sectoral institutions. GRP will develop its overall Strategy for Conservancy outreach and engagement, including through the testing of various conservancy models. Relevant activities are included in the multi-year workplan.

Output 3.3. *Members of conservancies and relevant co-management entities are trained in wildlife management, sustainable agriculture and forestry, and alternative income generation* will focus on restoring degraded landscapes and generating multiple benefits from forests and agricultural landscapes in and surrounding Gorongosa NP, including through the implementation of the national rural development program within conservancy areas in designated agricultural land. Identification of key degraded areas will be carried out as part of the conservancy planning restoration priorities as areas for reforestation. Contract expert technical forest management will be sought to support and assist with the selection of the native species for reforestation and provide training on forest regeneration, conservation agriculture and other.

Output 3.4. *Pilot projects on community based wildlife managements, sustainable agriculture, ecosystem restoration and small business are developed and implemented in two project areas* – for Gorongosa entails promoting public-private-community partnerships for biodiversity-compatible rural livelihoods, e.g. ecotourism, sustainable bushmeat in conservancy-type areas around Gorongosa NP. As part of the individual conservancy development plans, appropriate alternative livelihood opportunities will be scoped and where possible established, including through public-private-community partnerships. For example, the Northern Rift Valley Conservancy complex has demonstrated potential for the combination of ecotourism based on world treasure paleontological sites and sustainable hunting for community use. The Cheringoma Sub-complex of Conservancies shows propensity for combining sustainable agriculture and conserved forest. Overall, through the involvement by communities in co-management, better law enforcement and respect of the law will result in an increased resource base (especially wildlife) that can realize the economic potential of those areas to the long-term benefit of these communities. Communities living in and around these areas will be involved in managing the conservancies and conducting economic activities in them that are sustainable, for example, participating in public-private-community partnerships to establish ecotourism lodges, practicing sustainable agriculture in selected portions, and conducting sustainable hunting for protein to feed their own families. Draft procedures and guidelines for seedling nursery management and in situ plantings will be developed to secure a functioning a community-based seedling nurseries. Activities that will be carried out in the new conservancies include working with smallholders on: a) sustainable farming of key crops – including maize for subsistence, and sesame for sale on local markets, using best-practice techniques such as minimum tillage, and soil and water conservation measures to prevent land degradation and enhance productivity; b) land use planning to set aside pockets of remaining forest and determine sustainable use regimes for them; c) restoration of key pieces of forestland connecting forest parcels in the conservancies with forest blocks in the park and providing corridors for movement of fauna, as well as restoration of key freshwater resources; and d) where appropriate, facilitating negotiations between communities, the park and private sector ecotourism operators with a view to the establishment of public-private-community partnerships for new ecotourism operations in the conservancies, building on the asset base of river and wildlife (Pungue) and limestone gorges and forest (Northern Rift). At the same time, this area is part of a wider, and 'mosaic-like', landscape that compose the buffer zone of the Gorongosa-Marromeu Complex, which covers some 1.5 million hectares, and where the 'wider' BD-LD-SFM benefits can potentially be generated. Within it, some areas are proposed managed for stricter conservation (e.g. parts of Southern Cheringoma). Other areas with some existing agriculture will be expanded to enhance livelihoods under more sustainable agricultural practices for generating SLM and associated benefits, which may include pastoral activities, to the extent that they can be practiced in a conservation-compatible manner (e.g. by not putting wildlife at risk from zoonosis or spreading the degradation of land through overgrazing). This process will include engaging with the Government of Mozambique's agricultural extension services, relevant NGOs and private sector partners. In other areas, e.g. in critical but degraded ecosystems, like watersheds, corridors etc., activities will be geared towards restoration and rehabilitation of habitats at an adequate scale, also working with a range of stakeholders from the public sector and civil society. The adoption of spatial level land-use and resource-use planning will also be instrumental in building technical and institutional capacities to identify degraded forest landscapes and to monitor forest restoration. Activities aim at operationalizing the management of agricultural land, forests, water, carbon, biodiversity and associated ecosystem services will be carried out at the landscape level for sustainability. Protection and restoration of Miombo woodlands in the new conservancies will ensure carbon benefits

Output 3.5. *Human-wildlife conflict prevention and mitigation mechanisms are developed and presented to*

local communities for implementation will focus m*anaging the Human Wildlife Conflict (HWC) with elephant populations in the Pungue River Conservancy Complex (20,000 ha).* A specific activity will focus on helping find solutions for the prevalent HWC in the Pungue River Conservancy. Human-wildlife conflict prevention measures will be developed through participatory processes, including measures focusing e.g. on land use types, crops, deterrents and warning systems. There have been some pre-consultations that suggest the construction of a fence to protect community croplands in Pungue from damage by elephants, and relevant budget allocations are included in this GEF 6 project.

Niassa National Reserve & Mecula-Marrupa corridor

The Mecula-Marrupa Corridor is the principal 150km road link into the Reserve from Marrupa. Although not asphalted, the accessibility attracts a growing number of human settlements and infrastructure development along the Lugenda river and the EN535 road. Of the estimated that 40 villages inside the Niassa Reserve it is assumed that more than half of the villages are along the Mecula-Marrupa Corridor with a higher density in Mecula district (Mecula Sede, Mussoma, Cumela and four small villages within the L4 Block). The linear nature of the human settlements contribute to challenges, such as the blocking of the movement and migration corridors of big animals, conflict of farming along animal corridors and animal poaching.

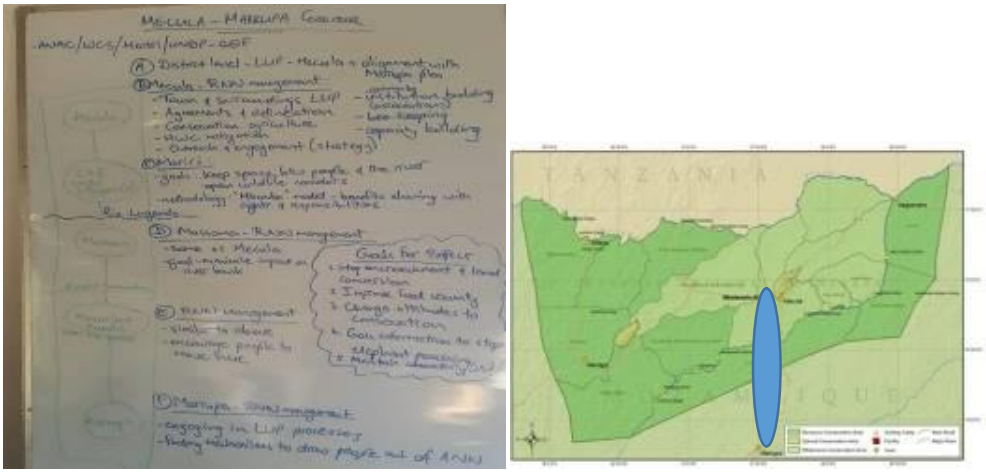


Figure A6: The Mecula-Marrupa corridor is home to up to 20,000 people in the Reserve. A strategy of how to apply the Conservation Act of 2014 is being developed.



Figure A7: Deforestation caused by lash & burn techniques for agriculture and charcoal is a threat in the corridor. Good land use planning and improved land and forest management practices can help improve local livelihoods.

Output 3.1 *Legal documents for official establishment and governance of co-management entities are prepared and submitted to relevant government agencies for approval* will focus initially on clarifying what the application of the Conservation Act of 2014 means for both PA management and for local communities living within a PA. Jointly with the people residing within the corridor, visions for development, land-use planning, zoning and developing land use rules will be developed. Option for a formalisation will be identified, if

applicable at all. Build people's connectivity with the Niassa Reserve through a dedicated community engagement and education programme Recruit high-calibre community-engagement and outreach staff where possible recruit locally/regionally. Activities include the building of community-team centre and offices (at Mbatamila HQ, and potentially with Mecula outpost/sub).

Output 3.2. *Wildlife and Forest Management plans are developed for the Mecula-Marrupa Corridor in Niassa NR*. It will entail the participatory development of development vision and land use options for the Mecula-Marrupa Corridor within the context of the Conversation Law of 2014. The Conservation Act provides new guidance for people living in PAs in Mozambique – and these provisions need to be implemented on the ground. Already ongoing work on developing a strategy as part of the Provincial Development Plan in Niassa will be furthered to also include Cabo Delgado Province. Start engaging in long-term visioning for reserve and rural development around it with both Niassa and Cabo Delgado Provincial Government and the relevant districts. The primary objective is to establish a coherent spatial framework to guide and co-ordinate various conservation, tourism and community needs. Further the development and implementation of the Reserve Management Plan and provincial/ district level LUP process will be conducted in a participatory and consultative manner. Specifically jointly plan LUs along the Lugenda river – which is a key migration path of Niassa's wildlife population and often is focal point of HWC events. Foster relevant partnerships with implementing partners such as the Mariri education centre and relevant government extension services and development partners. Relevant plans will be developed in a participatory manners and used a binding development bleu prints. This will help delineate the borders of the corridor within the reserve.

Output 3.3. *Members of conservancies and relevant co-management entities are trained in wildlife management, sustainable agriculture and forestry, and alternative income generation* will focus on Conservation Agriculture and SFM farmers' field schools for households with registered claims in the Mecula/Marrupa corridor. Additionally, the multi-year workplan makes provision for the development of a dedicated and well segmented/ targeted community outreach and engagement strategy. Taking the time to get to know the community involves understanding the demographics, history, hierarchies, needs, morals, allies and rivals before developing a community outreach strategy. A community assessment based on knowledge of the community and its values can assist the development of targeted and effective education programs aiming at developing conservation ethics. Develop and implement outreach strategies with a well-endowed human resources, and funds for meaningful engagement building developing communication objectives and prioritizing communities for outreach.

Output 3.4. *Pilot projects on community based wildlife managements, sustainable agriculture, ecosystem restoration and small business are developed and implemented in two project areas – for Niassa* – will promote local economic empowerment by scoping alternative and conservation compatible livelihood opportunities such as for ecotourism, craft making, honey making seeking to establish relevant value chains and market strategies. Build partnerships and design interventions based on lessons learnt from potential partners (Marriri lodge) with focus on environmental education and youth development and foster a change of behaviour. Based on the practices of conservation agriculture, establish farmers-based M&E programme, tracking SFM and CA gains based on monitoring programs on how and when to monitor. Identifications of HWC hotpots and undertake good technical feasibility studies and environmental assessments together with affected community to identify sustainable solution and links all the different levels of planning to reduce the negative impacts, incl. the possible enclosure of farms. Activities will focus on restoring degraded landscapes and generating multiple benefits from forests and agricultural landscapes in the Mecula-Marrupa corridor, including through Conservation Agriculture, SFM and other, within the delimitations of the Conservation Act. Review and update the Reserve Management Plan for compliant land-use and zonation. Develop accurate land-use map based on-the ground verification for clear plot delineations of farm sizes. Development of a family registry-claim system which allows reporting on issues affecting farms; set-up enforcement schedule to monitor compliance and curb farm sprawl. Rehabilitate degraded areas through community land care type projects, including work-for-food approaches.

Output 3.5. *Human-wildlife conflict prevention and mitigation mechanisms are developed and presented to local communities for implementation* will include a concerted effort on addressing HWC in high incident areas, linked to the above outputs, especially output 3.2. At this point, the HWC hotspot around the Luenda River is not formally recognised and a specific management plan for that area will have to be developed. The river is

an important migration route for local elephant populations, but human living in the corridor encroach on the wildlife habitat as well. Clear rules need to be established, and HWC management solutions be jointly sought.

Component 4: Gender Mainstreaming, Knowledge Management & M&E

Outcome 4. Lessons learned by the project through gender mainstreaming, participatory M&E are used to fight poaching and IWT and promote community based conservation nationally and internationally

Outcome 4 Key Outputs
4.1 Gender mainstreaming strategy implemented
4.2 M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation
4.3 Lessons learned from law enforcement strategies and community based conservation are shared on national and international levels

This component is a standard component and entails a specific knowledge management activity related to learning about best practices in law enforcement on a site specific level in Mozambique. Such learning is to seen to be particularly important to enrich the National Strategy on W&F C and IWT.

Output 4.1 focuses on the implementation of the gender mainstreaming strategy of the project which is detailed in Section IV, sub-section iv. Gender Mainstreaming, especially Table 3.

Output 4.2 intents to facilitate the systematic tracking of implementation of the two different law enforcement approaches in the two project sites, GNP and NNR. Resources are specifically set aside to monitor progress and adaptive management to allow for learning and relevant updating of strategies. To enrich and inform the development of a National Strategy on Wildlife and Forest Crime and Illegal Wildlife Trafficking for Mozambique (component 1) the lessons learnt from Gorongosa and Niassa will be systematically fed back into the national component. Lessons learned about gender mainstreaming will be particularly considered.

Additionally output 4.3 formalises the implementation of the M&E schedule and framework set out in later sections in this project document fall under component 4.

ANNEX Q. Summary of planned infrastructure developments

See PDF file. Note that a suite of detailed infrastructure planning documents were prepared as part of the PPG phase.

Summary of Infrastructure	Construction Cost	IA Management Supervision and Prof. Fees	Total Cost
Component 1: **Gorongosa National Park** An administration centre, offices and staff accommodation for two staff members will be constructed at the Chitengo research and training laboratory.	$147 987	N/A GRP Co-funded	$147 987
Component 2: **Gorongosa National Park** **Chitengo Law Enforcement Headquarters** The existing law enforcement Headquarters at Chitengo will be upgraded with the construction of accommodation for an additional 20 personnel, and the upgrading of offices to include for accommodation of the GIS operations centre.	$212 676	N/A GRP Co-funded	$212 676
Sector Headquarters An operational headquarters will be established in each operational Sectors, these being Chitengo, Jangada, Chringoma and Bunga. Sectors. Infrastructure to be provided for each Sector will comprise an office, armoury, storeroom, kitchen, radioroom, accommodation for 10 rangers and ablution facilities. A borehole, watertank, solar power and septic tank, Bathawk airstrip and access roads will also be provided	$377 838	N/A GRP Co-funded	$377 838
Outposts Within each Sector there are also Ranger Outposts to be upgraded or newly established. A total of 14 Outposts will be constructed. Ranger Outposts will comprise the construction of an armoury, storeroom, kitchen, accommodation for 6 rangers and ablution facilities. A borehole, watertank, solar power and septic tank will also be installed and access roads constructed.	$974 009	N/A GRP Co-funded	$974 009
Gateposts Four new Gateposts will be constructed. Each Gatepost will comprise the construction of a	$38 180	N/A GRP Co-funded	$38 180

guardhouse, 2 single bedrooms and a VIP latrine.			
Total For Gorongosa National Park	$1 602 703	$1 602 703	
Niassa Reserve			
Mbatamila Headquarters A middle management staff house, and installation of a watertank which will serve all the law enforcement facilities. Upgrading of accommodation and construction of ablution facilities has recently commenced with the use of alternative funding.	$42 293	$22 827	$65 120
Section Headquarters Two decentralized Section Headquarters are planned for construction, one in the Eastern Section and one in the Western Section. Section Headquarters will comprise the construction of management staff housing, accommodation for 16 rangers, ablutions, dining/social centre, kitchen with foodstore, office, poacher detention cell, workshop and power supply shed, and guardhouses A borehole with watertank, solar power and a septic tank will also be installed.	$328 725	$177 420	$506 145
Outposts and Gateposts In Niassa Reserve there are five Ranger Outposts and two Gateposts planned for upgrading or new construction. Ranger Outposts and Gateposts will comprise accommodation for 8 Rangers, ablutions, dining room, storeroom, kitchen and office. A borehole, watertank, solar power and septic tank will also be installed.	$731 786	$394 962	$1 126 748
Total For Niassa Reserve	$1 102 804	$595 209	$1 698 013
Total for Component 2	$2 705 507	$595 209	$3 300 716
Component 3: **Gorongosa Conservancies** The three areas that are earmarked for conservancy development are the Northern Rift Valley Conservancy, and the Pungue River			

Conservancy and the Cheringoma Sub-complex of Conservancies			
Northern Conservancy Headquarters The Northern Conservancy Headquarters will comprise the construction of offices, a kitchen and dining area, ablutions, 4 management houses, single accommodation for 2 senior personel and 4, 5 room barracks for 40 people. Essential for the servicing of these facilities, a borehole, septic tanks, and solar power will be installed.	$744 408	N/A GRP Co-funded	$744 408
Eastern Conservancy Headquarters The Cheringoma Eastern Conservancy Headquarters will be similar to the Northern Conservancy but to a smaller scale. It will comprise the construction of offices, a kitchen and dining area, ablutions, 2 management houses, single accommodation for 1 senior personnel and 2, 5 room barracks for 20 people A borehole, septic tanks, and solar power will be installed.	$318 730	N/A GRP Co-funded	$318 730
Southern Pungue Conservancy The southern Pungue Conservancy will not require a headquarters complex, as this area can be served out of existing facilities in the area. Due to severe ongoing Wildlife Community conflict a 60 kilometer Elephant protection fence will be constructed.	$1 058 400	N/A GRP Co-funded	$1 058 400
Total for Gorongosa National Park	$2 121 538	N/A GRP Co-funded	$2 121 538
Niassa Reserve Component 3 funding in Niassa will be used for the establishment of the Community Program Headquarters at Mbatamila, Community Offices in the Maruppa Mecula Corridor and a Community Education Facility at Mbatamila. **Community Program Headquarters** The Community Program Headquarters will comprise a management staff house, an eight room barracks for sixteen people, and ablution facilities.	$75 755	$39 420	$114 175

Corridor Community Facilities Five Community Committee Offices will be constructed at strategic locations	$62 301	$32 853	$95 154
Community Education Centre The Community Education Centre will comprise an environmental training lecture room, a kitchen and dining area, and ablution facilities.	$62 134	$32 765	$94899
Total For Niassa Reserve	$199 191	$105 037	$304 228
Total for Component 3	2320 729	$105 037	$2 425 766

ANNEX R. Stakeholder Involvement Plan

1. Information dissemination, consultation, and similar activities that took place during the PPG

Throughout the project's development, close contact was maintained with stakeholders at the national and local levels. All affected national and local government institutions were directly involved in project development, as were key donor agencies. Numerous consultations occurred with all of the above stakeholders to discuss different aspects of project design. This included:

- A series of bilateral discussions with national public institutions and multilateral agencies – notably the MITADER, ANAC, a wide range of national institutions (Annex L), USAID, Peace Parks Foundation, Conservation Outcomes, GRP and WCS – to solicit information on the current project baseline, consult on proposed project interventions and confirm the political, administrative, operational and financial commitment of project partners (including securing co-financing commitments);
- A series of consultative field visits and meetings with the relevant responsible institutions in the project's target areas, particularly in and around the Niassa NR. These field visits and meetings sought to assess the local challenges *in situ*, and consultatively identify prospective solutions;
- While similar such consultations took place on an ad hoc and personal basis by PPG team staff, no formal mission could be conducted to the project sites during the preparatory phase due to security concerns and classifications of Sofala province;
- All infrastructure development sites were visited both in Niassa NR and Gorongosa NP and scoped;
- Validation workshop to present the detailed project outputs, activities, budgets and implementation arrangements to all stakeholders, including all key government agencies and institutions; and
- Iterative circulation of the project documentation for review and comments.

2. Approach to stakeholder participation

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

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

3. Stakeholder involvement plan

The project's design incorporates several features to ensure ongoing and effective stakeholder participation in

the project's implementation. The mechanisms to facilitate involvement and active participation of different stakeholder in project implementation will comprise a number of different elements:

(i) Project inception workshop to enable stakeholder awareness of the start of project implementation

The project will be launched by a multi-stakeholder workshop. This workshop will provide an opportunity to provide all stakeholders with the most updated information on the project and the project work plan. It will also establish a basis for further consultation as the project's implementation commences.

The inception workshop will address a number of key issues including: assist all partners to fully understand and take ownership of the project; detail the roles, support services and complementary responsibilities of ANAC, GRP, WCS – and all partners identified *vis à vis* the implementation of project outputs and activities; and discuss the roles, functions, and responsibilities within the project structure, including reporting and communication lines, and conflict resolution mechanisms.

The Workshop will also be a forum to: review the project budget; finalize the first annual work plan as well as review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks; provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements; and plan and schedule project meetings for the Steering Committee.

(ii) Constitution of Steering Committee to ensure representation of stakeholder interests in project

A Project Board or Steering Committee (SC) will be constituted to ensure broad representation of all key interests throughout the project's implementation. The representation, and broad terms of reference, of the SC are further described in Section I, Part III (Management Arrangements) of the Project Document.

(iii) Establishment of a Project Management team to oversee stakeholder engagement processes during project

The Project Management Unit (PMU) - comprising a Project Manager (PM), a CTA, a Project Procurement and Financial Officer (PPFO) - will take direct operational and administrative responsibility for facilitating stakeholder involvement and ensuring increased local ownership of the project and its results. The PM and PPFO will be located at the offices of ANAC in Maputo to ensure coordination among key stakeholder organizations at the national level during the project period. A Chief Technical Adviser (CTA) will provide professional and technical backstopping to the PMU, as well as the technical component of ANAC.

(iv) Project communications to facilitate ongoing awareness of project

The project will develop, implement and maintain a communications strategy to ensure that all stakeholders are informed on an ongoing basis about: the project's objectives; the projects activities; overall project progress; and the opportunities for involvement in various aspects of the project's implementation. This strategy will ensure the use of communication techniques and approaches that appropriate to the local contexts such as appropriate languages and other skills that enhance communication effectiveness. The project will develop and maintain a web-based platform for sharing and disseminating information on sustainable pasture and forest planning and management practices across the project planning domain (see Part II, Strategy).

(v) Stakeholder consultation and participation in project implementation

A comprehensive stakeholder consultation and participation process will be developed and implemented for

each all project outputs/activities.

A participatory approach will be adopted to facilitate the continued involvement of local stakeholders including the vulnerable and marginalized members of the community (including women) and institutions under outputs related to outcome 3, in particular. Wherever possible, opportunities will be created to train and employ local residents from villages proximate to sites targeted for project intervention (e.g. sites targeted for restoration/rehabilitation of degraded forests and agricultural areas; sites targeted for sustainable land and forest management; sites targeted for community wildlife management; etc.).

(vi) Formal structures to facilitate stakeholder involvement in project activities

The project will also actively seek to establish formalized structures to ensure the ongoing participation of local and institutional stakeholders in project activities i.e. through the formal establishment of Conservancies as well as local LU plans. The established formal CBNRM structures will support the establishment as an institutional mechanism to improve the communication, collaboration and cooperation between tenure holders, rights holders, natural resource users and the relevant national, regional and local administrations.

(vii) Capacity building

All project activities are strategically focused on building the capacity - at the systemic, institutional and individual level - in order to ensure sustainability of initial project investments. Significant GEF resources are directed at building the capacities of *inter alia*: law-enforcement staff and structures; community-based conservancies around Gorongosa NP; and other local co-management arrangements for Niassa NR. Wherever possible, the project will also seek to build the capacity of local communities (e.g. local community groups and vulnerable and marginalized segments) to enable them to actively participate in project activities. The project will, wherever possible, use the services and facilities of existing local training and skills development institutions.

4. Coordination with other related initiatives

Detailed coordination with other ongoing initiatives and amongst project partners has been built into the project design. See, for example, Section IV. Results and Partnerships