United Nations Development Programme

Project Document for nationally implemented projects financed by the GEF Trust Fund

Project title: Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe		
Country: The Republic of Zimbabwe	**Implementing Partner:** Ministry of Environment, Water and Climate (MEWC)	**Management Arrangements:** National Implementation Modality (NIM)
UNDAF/Country Programme Outcome*:* ***Food and Nutrition Security:*** **Outcome 1** - Targeted households in rural and urban areas have improved food and nutrition security; **Outcome 2** - Communities are equipped to cope with climate change and build resilience for household food and nutrition security; ***Poverty Reduction and Value Addition:*** **Outcome 1** - Key institutions formulate and implement socio-economic policies, strategies and programmes for improved livelihoods and reduced poverty of communities. CPD Output 3.1. Scaled up action on climate change adaptation and mitigation in vulnerable districts is funded and implemented		
UNDP Strategic Plan: Integrated Results and Resources Framework **Output 1.4.1: Solutions scaled up for sustainable management of natural resources including sustainable commodities and green and inclusive value chains. SP Indicator 1.4.1.2 Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime:**		
UNDP Social and Environmental Screening Category: Moderate	**UNDP Gender Marker: 2** (the project has gender equality as a significant objective)	
Atlas Project ID/Award ID number: 00107199	**Atlas Output ID/Project ID number:** 00107558	
UNDP-GEF PIMS ID number: 5693	**GEF ID number:** 9660	
Planned start date: July 1st 2018	**Planned end date:** July 1st 2024	
LPAC date: Friday 13th April 2018		
Brief project description: Zimbabwe has very high level of biodiversity and is home to all the "Big Five" – African elephant, white and black rhinos, lion, buffalo and leopard. However, it also faces multiple challenges for sustainable development associated with biodiversity loss, ecosystem degradation, and climate change consequences. This 6-year GEF		

project focuses on reducing key threats for wildlife, habitat, and livelihoods of local communities (poaching, IWT, deforestation, and impact of climate change) in one of the key biodiversity country's hotspots – Lower Zambezi Valley. The project strategy aims to strengthen the capacities of law enforcement agencies to fight wildlife and forest crime (Component 1); strengthen PA and Community Wildlife Conservancy management for wildlife and woodlands(Component 2); build strong sustainable NRM capacity for local communities and districts in cooperation with private sector (Component 3); and promote effective knowledge management (Component 4) to achieve the project objective: *to promote an integrated landscape approach to managing wildlife resources, carbon and ecosystem services in the face of climate change in the protected areas and community lands of the Mid to Lower Zambezi Regions of Zimbabwe.* The total project funding is US$ 57,436,964, including GEF contribution of US$ 10,025,964 and co-financing – US$ 47,411,000. This project forms part of the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species and falls under the GEF Programme Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (9071). Under this programmatic framework, with the coordination through the programme steering committee, coordinated knowledge management and cross-fertilisation of the individual projects will be assured.

FINANCING PLAN	
GEF Trust Fund	USD 10,025,964
UNDP TRAC resources	USD 2,000,000
(1) Total Budget administered by UNDP	**USD 12,025,964**
PARALLEL CO-FINANCING (*all other co-financing that is not cash co-financing administered by UNDP)*	
Government (MEWC, ZPWMA, FC, EMA, CAMPFIRE)	USD 40,100,000
NGOs (AWF, , Zambezi Society, Tashinga Initiative, WWF)	USD 2,540,000
Private Sector (Kariba REDD+ Project Tree Eco Ltd., HKK Safaris, McCallum Safaris, Nzou Safaris)	USD 2,771,000
(2) Total co-financing	**USD 45,411,000**
(3) Grand-Total Project Financing (1)+(2)	**USD 57,436,964**

SIGNATURES		
Signature: print name below	**Agreed by Government**	**Date/Month/Year:**
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Acronyms and Abbreviations

AWF	African Wildlife Foundation
CAMPFIRE	Communal Areas Management Programme for Indigenous Resources
CI	Confidence Interval
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CWC	CAMPFIRE Wildlife Conservancy
ETIS	Elephant Trade Information System
GEF	Global Environment Facility
GEF SPG	GEF Small Grant Programme
GEFSEC	Global Environment Facility Secretariat
GWP	Global Wildlife Programme
HWC	Human-Wildlife Conflict
FSP	Full Sized Project
IUCN	International Union for Conservation of Nature
LE	Law Enforcement
ICCF	International Conservation Caucus Foundation
IWT	Illegal Wildlife Trade
METT	PA Management Effectiveness Tracking Tool
MIKE	Monitoring the Illegal Killing of Elephants
MEWC	Ministry of Environment, Water and Climate
PIF	Project Identification Form
PIR	GEF Project Implementation Report
POPP	Programme and Operations Policies and Procedures
PPF	Peace Park Foundation
PPG	Project Preparation Grant
SA	Safari Area
SO	Safari Operator
SADC	South African Development Community
SAFIRE	Southern Alliance for Indigenous Resources
SDG	Sustainable Development Goal

SE	Standard Error
SSC	Species Survival Commission
STAP	GEF Scientific Technical Advisory Panel
TFCA	Trans-Frontier Conservation Area
ToC	Theory of Change
TT	GEF Tracking Tool
UNDP-GEF	UNDP Global Environmental Finance Unit
USFWS	United States Fish and Wildlife Service
WWF	World Wide Fund for Nature
ZimAsset	Zimbabwe Agenda for Socio-Economic Transformation
ZPWMA, or ZimParks	Zimbabwe Parks and Wildlife Management Authority

I. DEVELOPMENT CHALLENGE

Zimbabwe is a landlocked country in southern Africa, lying between latitudes 15° and 23° south of the Equator and longitudes 25° and 34° east of the Greenwich Meridian. It has a total land area of 391,000 km², of which approximately 43% or 16.8 million ha is under forests and woodlands. The country is bordered by Mozambique to the east, South Africa to the south, Botswana to the west and Zambia to the north and north-west. The Zambezi River to the north and the Limpopo River to the south form Zimbabwe's borders with Zambia and South Africa, respectively. Most of the country is elevated in a central plateau (Highveld), stretching from the south-west to the north-west at altitudes between 1,200 and 1,600 m. The country's east is mountainous, with Mount Nyangani as the highest point in the country at 2,592 m. About 20% of the country consists of the Lowveld below 900 m, with the Zambezi and Limpopo river valleys found in the north and south, respectively having the lowest altitudes of approximately 500 m. About 75% of the country is semi-arid, with low and sporadic rainfall, which makes it prone to unpredictable droughts[1].

Zimbabwe has very high level of biodiversity and is home to 4,440-5,930 plant species, 270-350 mammals, 530-670 birds, 156 reptiles, 120 amphibians and 131 fish[2]. The wild mammal fauna of the country includes all the "Big Five" – African elephant, white and black rhinos, lion, buffalo and leopard – but also many species of antelopes, zebras and giraffes. While estimates vary, Zimbabwe is undoubtedly critical for African elephants having the largest population in Africa after Botswana and for rhinoceros (black and white) holding the world's fourth largest black rhino population. Zimbabwe is divided into five agro-ecological regions, known as natural regions, on the basis of the rainfall regime, soil and vegetation among other factors. Despite the high level of biodiversity and its global significance, Zimbabwe faces multiple challenges for development associated with biodiversity loss, ecosystem degradation, and climate change consequences.

- **The challenges and magnitude:**

Poaching and IWT. Wildlife crime is becoming increasingly recognised as both a multifaceted global threat and specialised threat to many plant and animal species. This is a significant problem that is particularly acute in Africa, where charismatic species like the African elephant, white and black rhinos, and dozens of other species such as pangolins are being poached to the brink of extinction. Illegal Wildlife Trade (IWT) is seen as a low-risk activity, mainly due to inconsistent prosecution and relatively low penalties. Consequently, it has escalated to become a major global crisis prompting high-level intergovernmental action, initiatives and consultation. Although land use and range pressure, habitat loss and human-elephant conflict rank high as threats to long-term elephant survival, illegal killing for both meat and ivory pose by far the most acute problem across Africa according to data derived from the Monitoring the Illegal Killing of Elephants (MIKE) and Elephant Trade Information System (ETIS), both mandated by CITES to integrate information on available populations, poaching and illegal ivory trade in collaboration with the IUCN/SSC African Elephant Specialist Group (AfESG). WWF (2017[3]) reports that illegal harvesting of CITES-listed species has degraded the outstanding universal value of 14 properties in Zimbabwe and led to their inscription on the List of World Heritage in Danger, including Zimbabwe's Mana Pools National Park.

Elephants. In 2014, **more than 25,000 elephants** were slaughtered for their ivory and the poaching rate escalated to a level where three elephants were being poached daily in South Africa alone. The Great Elephant

[1] WWF Zimbabwe http://wwf.panda.org/who_we_are/wwf_offices/zimbabwe/

[2] http://www.awf.org/country/zimbabwe; WWF Zimbabwe http://wwf.panda.org/who_we_are/wwf_offices/zimbabwe/; MEWC 2014. Zimbabwe's Fifth National Report to the Convention on Biodiversity.

[3] WWF (2017) Halting the illegal trade of cites species from world heritage sites. World Wide Fund for Nature (Formerly World Wildlife Fund), Gland, Switzerland. ISBN 978-2-940529-57-5

Census (2014) estimated **82,304 elephants** [SE: 4,382; 95% CI: 73,715–90,893] in Zimbabwe[4] and detected non-significant decline of the population since 2001 (about 6% of the population). However, the greatest and statistically significant population decline was in north-western Zimbabwe (11% since 2005) with the Sebungwe region registering some of the highest elephant population decline on the continent (from 15,024±2,133 in 2006 (Dunham et al., 2006) to 3,407±1,215 animals (Dunham et al., 2015), or 75-77% population decline). 40% elephant population decline (from 19,297±2,527 in 2001 (Mackie, 2002) to **11,656±2,259** in 2014 (Dunham et al., 2015)) was recorded for the lower Zambezi valley (project area) in Zimbabwe (Fig. 1 b).

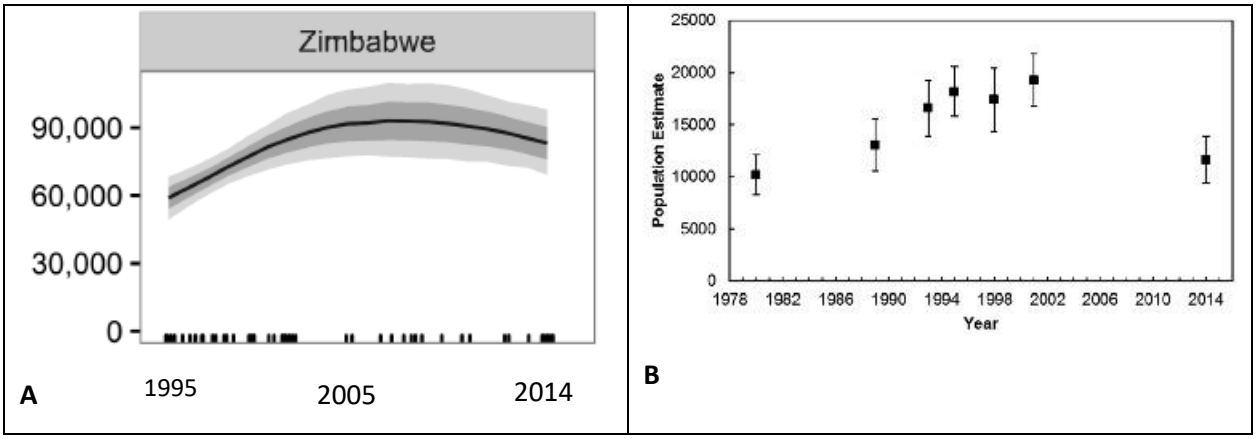

Figure 1. Estimated population trend in Zimbabwe in 1995-2014 by the Great Elephant Census (2014)[5] (a); Elephant population dynamic in the lower Zambezi Valley in 1980-2014 according to Zimbabwe National Elephant Management Plan (2015-2020) (b).

Elephant poaching statistics are difficult to piece together with precision, largely because many die out of causes other than poaching and because patrol effort by rangers varies widely, both spatially and temporally, so the likelihood of finding carcasses that exist, whether poached or not, also varies widely. Recent reports indicate that elephant numbers in Zimbabwe remained relatively stable amid a surge in poaching, with the emergence of poisoning being a worrying recent trend. Thus, over **100-135 elephants** were poisoned in one incident in the Hwange National Park in 2013[67]. At least **300 elephants** and many other animals were killed through poisoning between 2013 and 2016 in Zimbabwe according to a news reports quoting ZPWMA[8]. The gravity of the situation is illustrated by the scale of encounters as a result of the response by ZimParks rangers and police, leading to **1903** poachers being encountered between January 2015 and the first five months of 2017, with 2016 accounting for **1429** out of these. The northern parts of the country (including the project area) were particularly badly affected, with **684** poachers being encountered in the region (34.2% of the national total) during the same period. In addition, 17 poachers were killed, **1158** arrested and **820** sighted but escaped between January 2015 and June 7, 2017. The northern region including the project area contributed significantly to this: **5** (29.4%) killed, **381** (32.9%) arrested and **298** (36.3%) escaped (ZPWMA 2017). According to the US Fish and Wildlife Service (USFWS) based on five years of data obtained from

[4] Chase, M.J., Schlossberg, S., Griffin, C.R., Bouché, P.J.C., Djene, S.W., Elkan, P.W., Ferreira, S., Grossman, F., Kohi, E.M., Landen, K., Omondi, P., Peltier, A., Selier, S.A.J., Sutcliffe, R.. (2016) Continent-wide survey reveals massive decline in African savannah elephants. PeerJ 4:e2354 https://doi.org/10.7717/peerj.2354.

[5] Chase, M.J., Schlossberg, S., Griffin, C.R., Bouché, P.J.C., Djene, S.W., Elkan, P.W., Ferreira, S., Grossman, F., Kohi, E.M., Landen, K., Omondi, P., Peltier, A., Selier, S.A.J., Sutcliffe, R. (2016) Continent-wide survey reveals massive decline in African savannah elephants. PeerJ 4:e2354 https://doi.org/10.7717/peerj.2354.

[6] Thouless, C.R., Dublin, H.T., Blanc, J.J., Skinner, D.P., Daniel, T.E., Taylor,R.D., Maisels, F., Frederick, H. L. and Bouché, P. (2016). African Elephant Status Report 2016: an update from the African Elephant Database. Occasional Paper Series of the IUCN Species Survival Commission, No. 60 IUCN / SSC Africa Elephant Specialist Group. IUCN, Gland, Switzerland. vi + 309p.

[7] Muboko, N., Muposhi, V., Tarakini, T., Gandiwa, E., Vengesayi, S. and Makuwe, E. (2014) Cyanide poisoning and African elephant mortality in Hwange National Park, Zimbabwe: a preliminary assessment. Pachyderm No. 55 January–June 2014.

[8] Somerville, K. (2016)Ivory: Power and Poaching in Africa Oxford University Press 390 pages

ZPWMA in 2014[9], at least of 111 elephants were poached between 2009 and 2010, more than doubling to 243 between 2011 and 2013. The absolute number for 2013 stood at minimum 293 (including the Hwange poisoning).

A breakdown of recent trends shows that 16 elephants have been poached between January and May 2017. In 2016, the worst year in recent times, at least **159** elephants were killed, in addition to 38 buffalo, 4 lions, 42 kudu and 5 sable, among other species. The year 2015 was unique in the sense that all the poaching incidents reported were in the north of Zimbabwe, comprising 64 incursions with just six contacts of which 174 of the poachers involved were local and seven were of foreign origin. A closer look at the number of animals poached during that year is more revealing. At least **243** elephants and five lion were killed in all the regions of the country in 2015. At least 37 buffalo, 53 kudu, 26 zebra and 77 impala were also poached during the same year.

The northern region lost at least **48** and **57** elephants in 2015 and 2016, respectively. These figures represented 26.1% of the elephants poached countrywide during 2015 and 2016. The northern region was surpassed only by the western region during both years where the majority of elephants were killed during the two year period: at least **47** in 2016 and **121** in 2015 (41.8% of the total for the two years). The 2016 poaching reflected a serious situation for the project area, with Mana Pools and the Marongora Wildlife Office reporting **20** and **23** elephants killed, respectively. Twelve of the elephants were killed by poachers coming from Zambia[10].

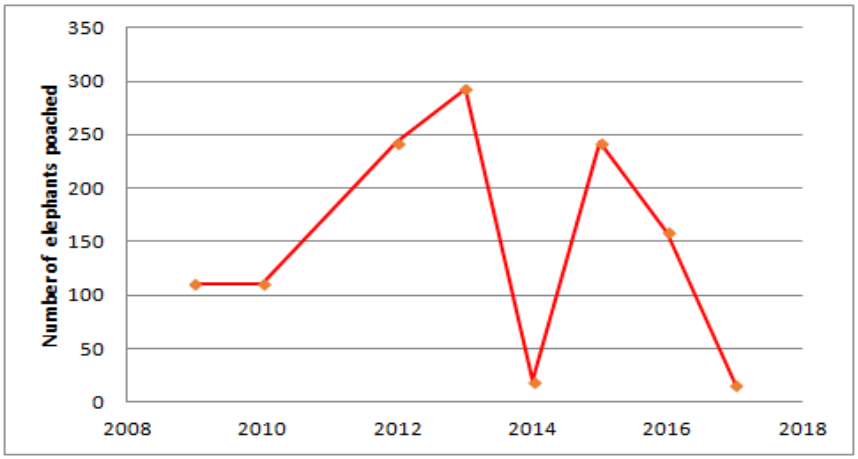

Figure 2. Number of elephants poached in Zimbabwe in 2009-2013 according ZPWMA and USFWS data. Deep decline of elephant poaching in 2014 is explained by the increased level of law enforcement following the peak poaching (and poisoning) of 2013 that encouraged involvement of financial and human resources by multiple law enforcement agencies.

Rhinos. In response to the relatively low population number of rhino and their dip to the brink of extinction, the population and poaching of rhinos have been monitored more meticulously than nearly every other large mammal. Figures available from the IUCN/SSC African Rhino Specialist Group (AfRSG) are therefore quite reliable. The year 2015 marked the highest record for rhino poaching in recent decades, with **at least 1,338 losses** in Africa with major losses in South Africa[11], compared to just **262** in the early stages of the crisis in 2008[12].

Zimbabwe holds the **world's fourth largest black rhino population** after South Africa, Namibia and Kenya,

[9]Based on a US Department of Interior memorandum dated March 25 2015. https://www.fws.gov/international/pdf/enhancement-finding-March-2015-elephant-Zimbabwe.pdf [accessed 03 June 2017]
[10] B. Chitemba 2017. Sun Mail article, February 19, 2107
[11] https://www.iucn.org/content/iucn-reports-deepening-rhino-poaching-crisis-africa
[12] Rademeyer, Julian (2016) Tipping Point: Transnational organised crime and the 'war' on poaching. the Global Initiative against Transnational Organized Crime, Geneva, Switzerland.

nearly 90% of these in Lowveld region. As of 30 June 2014, the country had **462 black** and **304 white rhinos** (total 766); in 2015 the numbers increased to 472 black and 330 white rhinos (data of African Rhino Specialist Group). This increased slightly to 856 by December 2016 comprising 506 black rhinos (220 males, 225 females and 61 unknowns) and 350 white rhino (167 males, 148 females and 35 unknowns)[13]. Fig. 3 below summarises rhino population size and poaching trends for the period 2012-2015 according to ZPWMA[14] and African Rhino Specialist Group. Prior to that, the achievements of more than a decade's work to restore rhinoceros populations in Zimbabwe had faced real prospects of a downturn in 2008 that was one of the worst years on record, when 164 rhinos were lost to poachers. The number of rhinos poached between 2010 (52) and 2013 (16; 6 black and 10 white), rising again in 2015: "at least 50" - 51 according to various tallies [although official figures obtained from ZPWMA was **22** (21 black and one white)], up from 20 in 2014), according to figures from CITES[15] and TRAFFIC[16]. These figures are consistent with statistics presented in the SADC Law Enforcement and Anti-Poaching Strategy 2016-2021[17]. The number of rhinos killed in 2016 was **27** rhinos (19 black and 8 white); number of animals lost in between January 1 and June 7 2017 was **15** (10 black and 5 white). The majority of rhinos poached in 2016 were in Bubye Conservancy (23: 16 black and 7 white) while three black and one white were killed in Save Valley Conservancy and Matopos, respectively. The Rhino Policy 2011-2016 of Zimbabwe had a long-term vision to increase rhino populations, to levels of **at least 2,000 individuals** of each species through meta-population management in suitable habitats throughout the country. However, it should be mentioned that due to intensive poaching, the last rhinos were translocated from the Lower Zambezi valley in the 1990s.

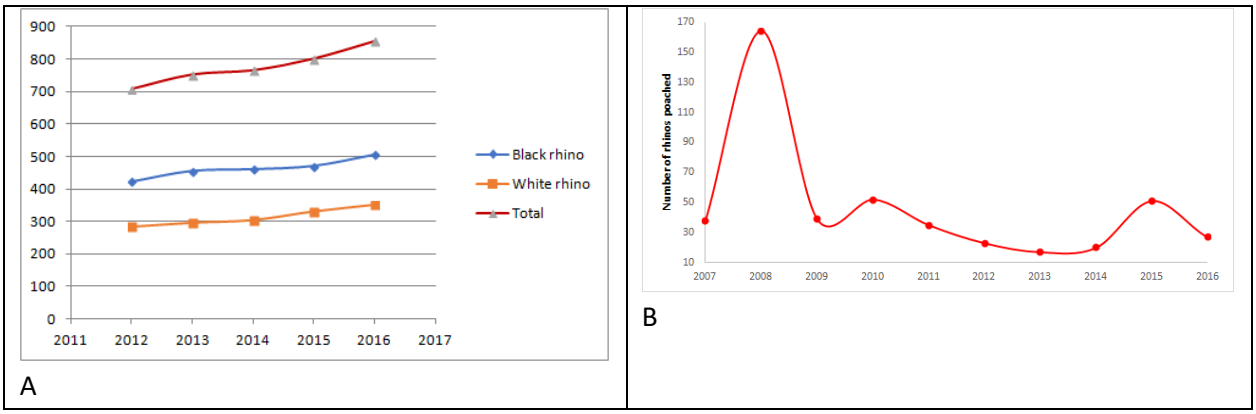

Figure 3. Black and white rhino dynamics in Zimbabwe in 2012-2015 (a); rhino poaching in Zimbabwe in 2008-2015 (b)

Pangolins. Pangolins have earned the reputation as the world's most illegally trafficked wild mammals, surpassing tigers and rhinos. Some pangolins have been designated EDGE (Evolutionary Distinct and Globally Endangered) species[18]. Information on poaching of pangolins in Zimbabwe is however more anecdotal, but definitely alarming. **A total of 65 pangolin-related seizures** were reported in Zimbabwe between 2010 and 2015, largely destined for the Asian market where their meat is consumed as a part of high-end cuisine and scales used in traditional medicines[19] or as fashion accessories. Most of the poaching cases recorded between 2015-2016 originated around game reserves in Mashonaland and Matabeleland. Despite arrests and long-term

[13] ZPWMA: Year-end final report 2017
[14] http://www.zimparks.org/index.php/mc/125-rhino-conservation-status-and-strategies-in-zimbabwe
[15] Interpretation and implementation of the Convention Species trade and conservation. Rhinoceroses. Report of the Secretariat. Sixty-fifth meeting of the Standing Committee; Geneva (Switzerland), 7-11 July 2014.https://cites.org/sites/default/files/eng/com/sc/65/E-SC65-43-02_0.pdf [accessed 03 June 2017]
[16] TRAFFIC's engagement on African rhinoceros conservation and the global trade in rhinoceros horn. http://www.traffic.org/rhinos/ [accessed 03 June 2017]
[17] SADC (2015) Law Enforcement and Anti-Poaching Strategy 2016-2021
[18] http://www.edgeofexistence.org/mammals/mammal_search.php?search=pangolins
[19] Shepherd, C.R. , Connelly, E.,. Hywood, L and Cassey, P. (2017). Taking a stand against illegal wildlife trade: the Zimbabwean approach to pangolin conservation. Oryx Volume 51, Issue 2 pp. 280-285.

sentences meted out to suspected culprits, indications are that pangolin poaching is pernicious, with ever increasing seizure of live animals, scales, skins and other products. In 2015 alone, 84 people were arrested in Zimbabwe for crimes linked to illegal trading in live pangolins and their products[20].

Lions. The total lion population in Zimbabwe is estimated in **1,740 individuals**, including **267 lions** in the project area (Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande communal land, and Hurungwe Muckwichi) (A. Loveridge, WildCRU 2016, pers. comm.). Problem animal control (formal and informal) and prey depletion are significant factors influencing lion population in the project area (A. Loveridge, WildCRU 2016, pers. comm.). With regard to lion poaching, accurate information is less forthcoming. Some concern arises from possible infringement on hunting quotas, which are apparently determined partly on the basis of extent and location of problem animal reports. This opens the scope for false reporting of conflict, which result in lion kills according to a 2013 study[21]. This is amply exemplified by the shooting by a professional hunter of a single, collared and regularly sighted individual named 'Cecil' in July 2015. The case prompted ZPWMA to further tightened hunting regulations when it turned out that the landowner had not been allocated a lion on his hunting quota for the year.

Crocodiles: Crocodiles are also under threat as their eggs are illegally harvested by wildlife smugglers on the Zimbabwean side of the Zambezi (Save the Elephants, 2017[22]; news report[23]).

Economic losses from poaching. Given the underground nature of poaching and trafficking operations, dependence on official or self-reporting sources – such as national government reports or CITES databases – are of little value in gauging economic losses caused by illegal wildlife trade in strictly monetary terms. Moreover, information on the financial value of items such as horn and ivory changes constantly make it necessary to rely on non-conventional measures such as media reports for rough estimates of street value. The observation above notwithstanding, Zimbabwe has undoubtedly lost significant revenue as a direct result of poaching in recent years. Since 2015, for example, the country lost ivory worth more than **US$ 3.2 million** to poaching and other wildlife crime. In 2013, the estimated losses to poaching of bush meat were estimated at **US$ 1 million**, potential income that could have benefited CAMPFIRE communities (Madzara, 2013). Zimbabwe's Fifth National Report to the Convention on Biodiversity (CBD) [24] states that poaching in wildlife estates had resulted in a loss of more than **US$ 47,531,500** during 2009-2012. Our estimates of economic losses from poaching in Zimbabwe based on the data provided by the ZPWMA and simple methodology described in the Fifth National Report to the Convention on Biodiversity[25] were **US$ 15,410,500** for 2015 and at least **US$ 11,347,000** for 2016. Thus, overall economic loss from poaching in 2009-2016 in the country reached at least **US$ 99-100 mln.**

Human-Wildlife conflicts (HWC) and retaliatory killing

Human wildlife conflict is common in the country, involving mainly elephants and lions and especially in the cropping season in communal areas where elephants are responsible for up to 75% of all wildlife crop damage[2627]. Communities that reside adjacent to protected areas are frequently pitted against large

[20] https://www.wildaid.org/sites/default/files/resources/WildAid-Pangolins%20on%20the%20Brink.pdf [accessed 06 June 2017]
[21] Lindsey, P.A. Balme, G.A. Funston, P. Henschel, P. Hunter, L. Madzikanda, H. Midlane, N. and Nyirenda, V. (2013) The Trophy Hunting of African Lions: Scale, Current Management Practices and Factors Undermining Sustainability. PLoS One. 8(9): e73808. doi: 10.1371/journal.pone.0073808.
[22] http://www.savetheelephants.org/about-elephants-2-3/elephant-news-post/?detail=region-s-wildlife-under-serious-threat-namibia-and-zimbabwe.
[23] https://www.pressreader.com/zimbabwe/the-sunday-mail-zimbabwe/20170219/281573765457662.
[24] Republic of Zimbabwe. Ministry of Environment, Water and Climate. https://www.cbd.int/doc/world/zw/zw-nr-05-en.pdf [accessed on 6 June 2017].
[25] Republic of Zimbabwe. Ministry of Environment, Water and Climate. https://www.cbd.int/doc/world/zw/zw-nr-05-en.pdf [accessed on 6 June 2017].
[26] Hoare, R.E. and Mackie, C.S. (1993) Problem animal assessment and the use of fences to manage wildlife in the communal lands of Zimbabwe. WWF MAPS project paper No. 39. World-wide Fund for Nature Programme Office, Harare, Zimbabwe.
[27] Parker, G.E. and Osborn F.V. (2001) Dual-season crop damage by elephants in Eastern Zambezi Valley, Zimbabwe Pachyderm issue 30;

herbivores (notably elephant buffalo, hippopotamus), which raid crops, compete for pasture and water or, spread diseases and, large carnivores, which attack livestock or humans. HWC also results in human-induced wildlife mortality when residents undertake retaliation killing or poisoning of livestock carcass subsequent to carnivore attacks. According to the CAMPFIRE Association[28], HWC in Zimbabwe's communal areas resulted in the loss of **88 lives**, over **5,000 livestock**, **6,000 hectares of crops**, and damage of irrigation and water supply infrastructure during the period 2010-2015. One recent study of livestock depredation in north-western Zimbabwe clearly demonstrated the severity of the problem. Based on reports at three study sites on communal land covering 3,306 km^2 from 2008–2013, **1,527 carnivore-related HWC** incidents were recorded broken down as **2,039 animals killed** and **306 injured**[29]. Lions and spotted hyena contributed to the largest proportion of this with cattle and donkeys being most frequently attacked.

The year 2016 presents a good illustration of HWC situation. Based on data from ZPWMA, **619 HWC reports** were received during the year, leading to **32 human deaths** and **24 people injured**. The largest number of livestock killed was goats (**194**), followed by cattle (**173**) and donkeys (**32**). Out of these incidents, elephants contributed the most (**181**, primarily threat human life and crop raiding) followed by lions (**158**, mainly threats human life and livestock). Lions killed 154 goats, 126 cattle and 32 donkeys. Other species contributing significantly to HWC reports were buffalo (**59 incidents**), hippo (**59**), crocodiles threatening human life and livestock and baboons threatening human life and property (**54** incidents each). Leopards killed **22 cattle** and **11 goats** in 9 reported incidents. Majority of HWC-related human deaths were attributed to crocodiles (**16**) and elephants (**8**).

A very similar picture emerges from the analysis of incidents reported during the first half of 2017. Crocodiles and elephants are still the main problem animals, contributing **35** and **37** incidents, respectively, out of the **198 received** as of 7 June 2017. Combined, they are also responsible for the **20** out of the **21 human deaths** reported during the first five months of the year. Incidents involving lions for the same period stand at **43**, resulting in deaths of **64 cattle**, **42 goats** and **4 donkeys**.

Another dimension of HWC is revealed through a look at the number of conflict animals eliminated in 2016 as part of by the authority as a result (**171 individuals**) including **16 elephants** and **6 lions**. This scenario would change markedly if the numbers killed by communities in reprisal attacks were to be factored in. Out of the **46 animals** that have been eliminated between January and 7 June 2017 are **7 elephants** and **5 lions**, while others include **13 crocodiles**, **9 hippos**, **9 buffalo**, **2 hyenas** and **1 leopard.** In 2016, **95 cases** of HWC were recorded by ZPWMA in 7 PAs located in the project area (Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, and Dande SA) resulted in 20 wildlife animals killed, including **6 elephants** (ZPWMA 2016). Common human wildlife conflict responses used in the project area are either scaring away or lethal action (killing) by the RDC game scouts or Safari Operators. There have been incidents of retaliatory killing by communities of predators (leopard and crocodile) through poisoning. Figures obtained for Muzarabani (2015-2017) and Mbire (2010-2012) show that at least 12 lions, 8 crocodiles, 5 elephants, 2 buffaloes, 1 leopard and 1 hippo were killed as part of the problem animal control response between 2010 and 2017 on communal lands in the project area. It should be mentioned that women and female-headed households, in particular, experience a disproportionate HWC burden due to their high vulnerability to health and economic losses (Ogra and Badola, 2008; DeMotts and Hoon, 2012)

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pages 49-56. (PDF Download Available from: https://www.researchgate.net/publication/242467929.). [accessed Jun 6, 2017].

[28] http://campfirezimbabwe.org/index.php/projects-t/13-human-wildlife-conflict [accessed on 06 June 2017]

[29] Loveridge,A.J. Kuiper, T., Parry, R.H., Sibanda, L., Hunt, J.H., Stapelkamp, B., Sebele, L. and Macdonald, D.W.. (2017), Bells, bomas and beefsteak: complex patterns of human-predator conflict at the wildlife-agropastoral interface in Zimbabwe. PeerJ 5:e2898; DOI 10.7717/peerj.2898.

Deforestation

About 40 % (**15.6 million ha**) of Zimbabwe is covered by woodlands and forest (FAO, 2011). About 43% the national forests and woodlands are designated as communal forest that provide a variety of valuable products that are key to the livelihoods of both rural and urban communities[30]. The rate of deforestation in the country has accelerated from **100,000 ha** per annum in the 1990s to **327,000 ha** per annum (1.9%) between 2000 and 2010 (FAO, 2011) and now it is the highest in southern Africa. Deforestation is the major driver of land degradation and habitat loss in Zimbabwe. Main causes of deforestation include land use clearing especially for **agriculture and mining** (80%), **tobacco curing** (15%) and **use of firewood** for household heating and cooking (5%)[31]. Fuel wood accounts for over **60% of the total energy supply** in Zimbabwe. It also supports nearly **96% of the rural people** who rely on fuel wood for cooking and heating. The annual fuel wood consumption of the country is estimated at 8.5 million m^3. Increased frequency of veld fires contributes to savanna woodland degradation too (Nyamadzawo et al., 2013). Thus, veld fires affect an average **900,000 ha** of Zimbabwe's land surface annually. In 2010, fires burnt **79,000 ha** of indigenous forest[32]. In Zimbabwe the depletion of natural resources has a bearing on gender relations at all levels. Approximately 70% of fuel wood collection and use is done by women and girls; and as the rate of deforestation increases they spend more time collecting fuel wood. However, women are not well represented in decision-making concerning forest issues. This in turn hinders their ability to participate in forest management activities and general development[33].

Tobacco curing has become one of the major causes of deforestation, including the project area (Lower Zambezi valley), as over 87,000 farmers are involved in tobacco farming with 80% of them being communal and resettled farmers who use fuelwood for curing tobacco. Tobacco has become a major foreign currency earner at US$ 777 million in 2014 and a significant contributor to the country's GDP with estimates of 12% in 2015/16[34]. There were significant changes in forest cover from 2000 associated with the fast track land reform as shown by FAO figures and forest cover change maps. Hurungwe District is the largest contributor to the country's tobacco crop with number of registered growers in the district having increased from 4,295 in 2006 to 22,007 in 2014. The district lost about 7,000 ha of forests and woodlands to tobacco curing during the 2013-14 cropping season alone[35]. Between 1992 and 2008 the deforestation rate in Hurungwe was **14%** of with **203,074 ha of woodland converted** to arable land (Forestry Commission, 2008). Deforestation due to conversion to agriculture and firewood harvesting for tobacco curing are very serious issues for Mbire and Muzarabani Districts too: thus, deforestation rate in Muzarabani District between 1992 and 2008 was **54%** with **162,234 ha** of woodlands converted to arable land (Forestry Commission, 2008). For the same reasons, area woodlands in Mbire District decreased by **167,079 ha**, or **42%**. At the same time, PAs and surrounding CAMPFIRE Wildlife Areas in the Lower Zambezi valley as well as Mavhuradona Wilderness Area experienced insignificant loses of woodland cover between 1992 and 2008 and even in 2008-2016 and can be considered as woodland conservation strong holds in the project area (Forestry Commission, 2008; Global Forest Watch, 2016).

Climate change consequences (droughts, floods, increased frequency of veld fires)

[30] Ministry of Environment, Water and Climate. 2017. National Forest Policy. Final Draft

[31] Poverty, land reform drive deforestation in Zimbabwe – Environment Minister. June 8, 2016. http://www.channelafrica.co.za/sabc/home/channelafrica/news/details?id=1d58de2f-cab7-4982-9e95-bdb3eea2c4bf&title=Poverty,%20land%20reform%20drive%20deforestation%20in%20Zimbabwe%20%E2%80%93%20Environment%20Minister

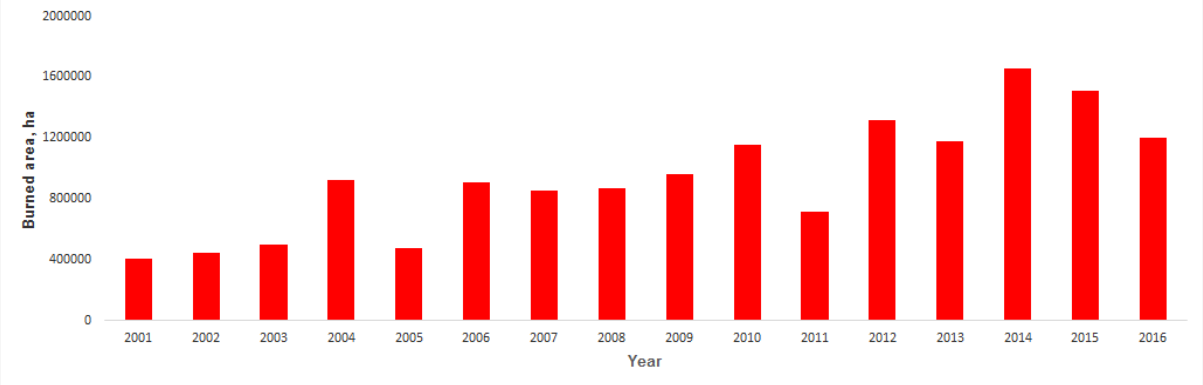
[32] Republic of Zimbabwe. Ministry of Environment, Water and Climate. https://www.cbd.int/doc/world/zw/zw-nr-05-en.pdf [accessed on 6 June 2017].

[33] Ministry of Environment, Water and Climate. 2017. National Forest Policy. Final Draft

[34] https://www.pressreader.com/south-africa/sunday-times/20170430/282454233888246

[35] WWF http://zimbabwe.panda.org/what_we_do/sustainable_forest_management_project_/

The irony of climate change in Zimbabwe and other developing countries is that while they are the least contributors to the cause of climate change, they are bearing its negative impacts[36]. Zimbabwe has recently exhibited signs of climate change, such as severe droughts, flooding in low-lying areas and shifts in seasons. Since 1987, Zimbabwe has been experiencing an increase in the number of warmer days and has on record six of the warmest years[37]. Recurrent droughts arising in part from changes in weather patterns have resulted in high mortality and reduced fertility of wildlife and livestock due to reduced nutrition[38]. Due to increased droughts and anthropogenic factors area affected by veld fires in Zimbabwe increased from **400,000 ha** in 2001 to **1,653,822 ha** in 2014 (Fig. 4)[39]. It should be mentioned that at least 80% of veld fires are caused by humans[40]. In recent years, the nation's crop production largely declined and one of the main contributing factors of this has been attributed to erratic and sub-normal rainfall amounts. During the later part of the 20th century, runoff in the country decreased by 20 to 30%[41]. Drought occurred in 1993, 1994, 2002, 2004 and 2012 seasons and strongly affected livelihoods. The 2012 drought saw a deficit of approximately 45% in the nation's staple food source, maize, and about 1.4 million Zimbabweans faced famine in 2012[42]. A lot of people were displaced from the Zambezi, Save and Limpopo Basins during the floods of the year 2000-2001. It is estimated that around 950,000 people, of these 190,000 children, were in need of humanitarian aid, 473,000 people needed food aid and 250,000 people had to flee from the flooded areas, of these 46,000 children. Hundreds of thousands of people were thus affected, thousands of hectares of land and crops were destroyed, 30% of the cattle died and hundreds of people drowned[43]. Agriculture is one of the economic sectors of Zimbabwe anticipated to be most at risk from climate change leading to increased crop failures and less fields and pastures due to water shortages. Future predictions point to reduced agricultural productivity in Zimbabwe of up to 30 percent because of increases in climatic extremes, posing one of the most serious food security challenges of the 21st century in the country[44]. Given the gender inequalities in rural communities in Zimbabwe, ecosystem degradation, wildlife depletion and climate change consequences are likely to magnify existing patterns of gender disadvantage in Zimbabwe. Climate change will also affect ecosystem and species distributions and abundance: ecosystem changes are being dramatized by grasslands shifting to shrubby savanna; increases in temperature >2°C may lead to extinction of 20-30% of plant and animal species in the country and entire Africa[45].



[36] Mika L. 2010. IDENTIFICATION OF PILOT CLIMATE CHANGE ADAPTATION AND MITIGATION PROJECTS/STUDIES IN ZIMBABWE. Report.
[37] Mika L. 2010. IDENTIFICATION OF PILOT CLIMATE CHANGE ADAPTATION AND MITIGATION PROJECTS/STUDIES IN ZIMBABWE. Report.
[38] Republic of Zimbabwe. Ministry of Environment, Water and Climate. https://www.cbd.int/doc/world/zw/zw-nr-05-en.pdf [accessed on 6 June 2017].
[39] EMA 2014. 2014 Fire Assessment Report.
[40] Ibid
[41] Nangombe S. 2012. Drought conditions and management strategies in Zimbabwe
[42] FDI Global Food and Water Security Research Programme, 2012
[43] Mika L. 2010. IDENTIFICATION OF PILOT CLIMATE CHANGE ADAPTATION AND MITIGATION PROJECTS/STUDIES IN ZIMBABWE. Report.
[44] Mika L. 2010. IDENTIFICATION OF PILOT CLIMATE CHANGE ADAPTATION AND MITIGATION PROJECTS/STUDIES IN ZIMBABWE. Report.
[45] ibid

Figure 4. Area affected by veld fires in Zimbabwe in 2001-2016 (EMA 2017).

- **Relevance of the development challenge to national development priorities:**

Since independence in 1980, Zimbabwe has pursued a deliberate path towards sustainable development by implementing no less than 15 economic blueprints with short-term to long term recovery measures being a conspicuous element. Nationally, there are conflicting statements on the status of the illegal wildlife trade (IWT) but there is recognition that it is a national challenge especially for flagship species such as elephant and rhino. According to UNEP (2013), Zimbabwe is one of the top 10 countries with a domestic ivory trade. Challenge is cited in most government documents (strategic plans) as threat to biodiversity and sustainable development (Mid Term Plan, 2012; Zim Asset (current national economic development blueprint); NBSAP 1 & 2, CBD reports 4th and 5th and National Elephant Management Plan). One of these is Zimbabwe Agenda for Socio-Economic Transformation (ZimAsset 2013-2018) which under the Protection and Conservation key result area identifies two relevant strategies for achievement namely: (i) Capacitate National Parks and Wildlife to combat poaching and (ii) Institute methods of increasing wildlife species, flora and fauna. ZimAsset was in response to the severe socio-economic challenges facing the country during the previous decade and pursuant to the development of a Medium Term Plan (MTP) 2011–2015. The MTP, which was therefore superseded by ZimAsset after the 31 July 2013 harmonized elections, had set out an ambitious journey to address poverty reduction and transform the economy through inclusive growth by creating employment, promoting entrepreneurship, maintaining macroeconomic stability and restoring national capacity to competitively produce goods and services. The above clearly underlies the critical imperative of combating poaching and IWT in the achievement of the country's development objectives. In general, the Government of Zimbabwe has been imposing stiffer penalties on wildlife related crimes. For example, pangolin and elephant related crimes have been sentenced for up to nine years (for about 12 cases that occurred over three years)[46]and even 160 years (elephant poaching in Matusadona in 2015) (supported by the Statutory Instrument 57 of 2012). There was an increase in the number of arrests of poachers in 2016 compared to 2015 when 317 were arrested. The year 2016 also witnessed an increase in the number of wildlife cases concluded, resulting in at least 513 years being passed for mandatory nine year sentences for wildlife crime compared to 414 years in 2015. According to the crime analysis report, 211 poaching cases were investigated and 116 were finalised in 2016, compared to 203 that were investigated and 111 finalised 2015. Earlier reports citing the Zimbabwe government sources dated October of 2015 however indicated that 900 poachers (876 Zimbabweans and 44 foreigners) had been arrested and at least 22 had been killed during the year, 6 of them foreigners. The number of elephant tusks recovered was 76, and 179 pieces of ivory, down from 204 and 325, respectively, in 2015. Eight pangolin trophies were recovered in 2016 up from five in 2015, while 36 live pangolins were recovered, slightly increasing from 34 in 2015[47]. Nevertheless, poaching still remains a significant problem in the country that affects sustainable development.

In 1982, the government of Zimbabwe amended the 1975 Parks and Wildlife Act to enable Rural District Councils (RDCs) to obtain 'appropriate authority' (AA) to utilize wildlife for commercial gain. This eventually led to the birth of Zimbabwe's Community Areas Management Program for Indigenous Resources (CAMPFIRE), which had far reaching impacts on wildlife productivity as well as the socio-economic wellbeing of CAMPFIRE communities. The CAMPFIRE program was conceptually designed to focus on wildlife, woodlands, water, grazing resources, and grasslands. In practice, it focused on managing wildlife because of the direct monetary benefits, which this resource offered to producer communities. The CAMPFIRE concept (see Murphree, 1993; Jones and Murphree, 2001) was developed in response to the realization that unless communities living adjacent to National Parks can obtain direct value from wildlife, they will not protect the wildlife. The agreed

[46] Shepherd et al., "Taking a Stand against Illegal Wildlife Trade."
[47] http://www.defenceweb.co.za/index.php?option=com_content&view=article&id=46451:increase-in-number-of-poachers-arrested-in-zimbabwe-as-slaughter-continues&catid=87:border-security&Itemid=188; http://www.poachingfacts.com/poaching-statistics/environmental-crimes-and-arrests-statistics

but non-binding CAMFIRE guidelines stated that not less than 50% of the revenues was to be paid to the communities (as wards), not more than 35% was to be allocated to wildlife management, and that 15% could be retained by the District Councils as an administrative levy. CAMPFIRE protects about 50,000 km² (12.7%) of land in Zimbabwe with benefits to 777,000 households (25%) in the country. However, after the downturn of Zimbabwe's economy and tourism sector after 2000, the programme experienced significant challenges as a result of decreased benefits for local communities from wildlife[48].

Deforestation, associated land degradation, and veld fires are listed as significant threats on the way of sustainable development of Zimbabwe[49]. Deforestation is a major concern for Zimbabwe and has been identified as one of the priority areas for action due to its contribution to increased concentrations of carbon dioxide in the atmosphere, land degradation, loss of biodiversity, reducing balance of associated ecosystems and loss of livelihood means (Lesolle, 2012). Environmental Management and Protection and Conservation are among key strategies of ZimAsset with the following expected Outcomes: *Improved natural resources management, Increased ecosystem representations in the parks estate,* and *Improved park protection.* Decreasing of deforestation rate in the country is the key focus of the National Forest Policy (updated in 2017) to achieve its goal: "*to manage, conserve and sustainably utilize forest resources, and to enhance the contribution of the forestry sector to development and social equity through active participation of all stakeholders for the benefit of present and future generations of the people of Zimbabwe.*"[50] The Government of Zimbabwe, through the Forestry Commission, has promoted tree planting since national independence from Britain in 1980. The programme has grown in strength since then, with the Forestry Commission's national tree planting strategy targeted to plant 75 million trees between 2015 and 2020[51].

The United Nations (UN) through the Clean Development Mechanism (CDM) allow developed nations to pay for emissions reductions resulting from projects in less developed countries on condition that these have ratified the Kyoto Protocol. Zimbabwe ratified the Kyoto Protocol late in 2009 and since then emission reduction projects in Zimbabwe can qualify. The Government of Zimbabwe launched its National Climate Change Response Strategy that includes REDD+ as one of the mitigation options for reducing greenhouse gases under the forest sector. It was admitted as a partner country to the UN-REDD programme in 2013 and has introduced several pilot projects. In addition, several national stakeholders have participated in a number of REDD+ related capacity building activities at various levels. The country is in the process of developing several forestry related projects on climate change adaptation and mitigation. Developing the requisite capacity to design projects to access carbon financing mechanisms such as voluntary carbon markets and Clean Development Mechanisms is a key strategy for climate change response from the forest sector. Zimbabwe is also in the process of developing several climate change related policies including the Climate, Renewable Energy and Bio-fuels policies[52]. According to the Zimbabwe's Intended Nationally Determined Contribution (INDC) Submitted to the United Nations Framework Convention on Climate Change (UNFCCC), the country's goal is to decrease per capita emissions by 33% below the projected business as usual scenario by 2030[53]. Key agencies involved in addressing climate change challenges include Ministry of Environment, Water and Climate through the Climate Change Management Department and the Meteorological Services Department, Ministry of Agriculture (all departments), EMA, Ministry of Local Government, Rural Development and National Housing (MLGRDC), Civil Protection Unit, communities and various research and academic institutions (Matopos Research Centre, University of Zimbabwe – Department of Geography & Environmental Science, Faculty of Agriculture, NUST) and NGOs.

[48] CAMPFIRE Association 2016. In support of the Zimbabwe CAMPFIRE Programe. Analytic Report
[49] Government of Zimbabwe 2012. Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) 2013-2018
[50] Ministry of Environment, Water and Climate. 2017. National Forest Policy. Final Draft
[51] Ibid
[52] Ibid
[53] Zimbabwe's Intended Nationally Determined Contribution (INDC) Submitted to the United Nations Framework Convention on Climate Change (UNFCCC) document

- **Relevance of the development challenge to global environment and climate adaptation issues:**

Zimbabwe's protected area estate is an important repository of global biodiversity not to mention the expansive bush land and wooded grasslands that lie outside protected areas. Protected areas cover **28%** of the total land area comprising of national parks, wildlife estates and gazetted forests, conservancies and CAMPFIRE areas. Out of the estimated **337 mammals species** found in southern Africa, Zimbabwe is a home to **at least 175**[54]. Other estimates have reported more mammal species in the country, e.g. WRI's EarthTrends stated **270**, a figure also cited by Puls Lab[55]. The African Wildlife Foundation (AWF) refers to Zimbabwe as home to **350 species of mammals**, more than **500 birds**, and **131 fish species**[56]. The wild mammal fauna members of the country includes all the "big five" – elephant, rhino, lion, buffalo and leopard – but also and an assortment of antelopes, zebras and giraffes. The country is equally important for reptile diversity - out of the approximately 400 species of reptiles in southern Africa, **156** occurs in Zimbabwe. Plant diversity in the dormant Flora Zambesiaca phytoregion is enormous covering over **8,500 species**, of which over **4,600 are endemic**. Conspicuous among these are Zambezi teak (*Baikiaea plurijuga*), also variously known in the past as African teak, Rhodesian teak, Zambian teak or Zambezi redwood. Its natural distribution is restricted to the Kalahari Sands of southwestern Zambia and neighbouring parts of Angola, Botswana, Namibia and Zimbabwe. *Dalbergia melanoxylon*, an extremely slow growing tree that does not reaching harvestable age for between 70 and 100 years and is found in a wide range native to 26 African countries from Ethiopia in the north to Angola in the south, including Zimbabwe.

While estimates vary, Zimbabwe is undoubtedly critical for elephants. The elephant population in the country is estimated in 82,630 ± 8,589 individuals with an additional 1,635-1,805 from non-systematic surveys[57], the **second largest in Africa** and surpassed only by Botswana. This gains even greater prominence when viewed on a regional scale. Based on 2013 estimates, over 60% of the known and probable elephant populations reside in just three countries: Botswana (33%), Zimbabwe (**16%**) and the United Republic of Tanzania (13%). The country is equally important for the conservation of rhinos: Zimbabwe has the **fourth largest population in Africa** with 330 white and 472 black rhinos populations (**802 total**) (data from the African Rhino Specialist Group). The country has **20 Important Bird Areas** (IBAs) that cover 30,050 km^2. Three of the country's major national parks and many other PAs lie across international boundaries and are part of the Trans-frontier Conservation Areas (TFCAs). They are Hwange National Park in the Kavango Zambezi (KAZA) TFCA; Mana Pools National Park in the Mid Zambezi TFCA; and Gonarezhou National Park in the Greater Limpopo TFCA. KAZA is arguably the largest TFCA in the world involving Angola, Botswana, Namibia, Zambia and Zimbabwe[58]. Zimbabwe has two UNESCO World Nature Heritage Sites - Mana Pools and Mosi-oa-Tunya / Victoria Falls[59] and a MAB Middle Zambezi Biosphere Reserve (2,879,300 ha)[60]. Poaching, illegal wildlife trade, and deforestation are the key threats for the country's biodiversity and ecosystems of global significance.

- **Relevance of the challenge to the Sustainable Development Goals (SDGs):**

Zimbabwe has prioritized the implementation of the SDG under the 6 ZimAsset Clusters and places greater emphasis on growth that leads to inclusive development and reduce poverty. In order of priority the country has ranked the Goals as follows:

1. Goal 8 Decent Work and Economic Growth;
2. Goal 7 Affordable and clean energy;
3. Goal 2 Zero Hunger;

[54] USAID 2012. Zimbabwe Biodiversity and Tropical Forest Assessment (118/119)
[55] http://biodiversity.unglobalpulse.net/zimbabwe/
[56] http://www.awf.org/country/zimbabwe
[57] African Elephant Status Report 2016 https://www.iucn.org/ssc-groups/mammals/african-elephant-specialist-group
[58]http://wwf.panda.org/who_we_are/wwf_offices/zimbabwe/
[59] http://www.siyabona.com/world-heritage-sites-zimbabwe.html
[60]http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/biosphere-reserves/africa/zimbabwe/middle-zambezi/

4. Goal 9 Industry, Innovation and Infrastructure;
5. Goal 6 Clean Water and Sanitation;
6. Goal 13 Climate Action;
7. Goal 17 Partnerships for the Goals;
8. Goal 3 Health and Well-being;
9. Goal 4 Quality Education; and
10. Goal 5 Gender Equality.

In order to understand which SDG targets will be affected by issues of poaching, climate change and forest degradation, the ZIMASSET document describes the specific risks faced by each Economic cluster. It notes that Zimbabwe's vast natural resources provide a basis for social and economic transformation. However, it faces challenges of deforestation, land degradation and biodiversity loss (item 2.23) and this directly affects the livelihoods of local communities. Climate change is also recognized as a major threat in the Environment Management Cluster and the government stresses the need to develop comprehensive fire management frameworks, advocacy and enacting legislation to effectively manage the environment. Within the Protection and Conservation sector, the government also note to deal with poaching and to develop methods of increasing wildlife species populations.[61] Therefore, poaching, IWT, climate change, deforestation and land degradation are significant threats towards the attainment of the country's priority SDGs (Goal 2 **Zero Hunger**, Goal 5 **Gender Equality**, Goal 6 **Clean Water and Sanitation**, Goal 7 **Affordable and clean energy**, Goal 13 **Climate Action**) as well as other SDGs (Goal 1 **No Poverty**, Goal 10 **Reduced Inequalities**, Goal 12 **Responsible Consumption and Production,** and Goal 15 **Life on Land).**

Direct threats, root causes, and barriers:

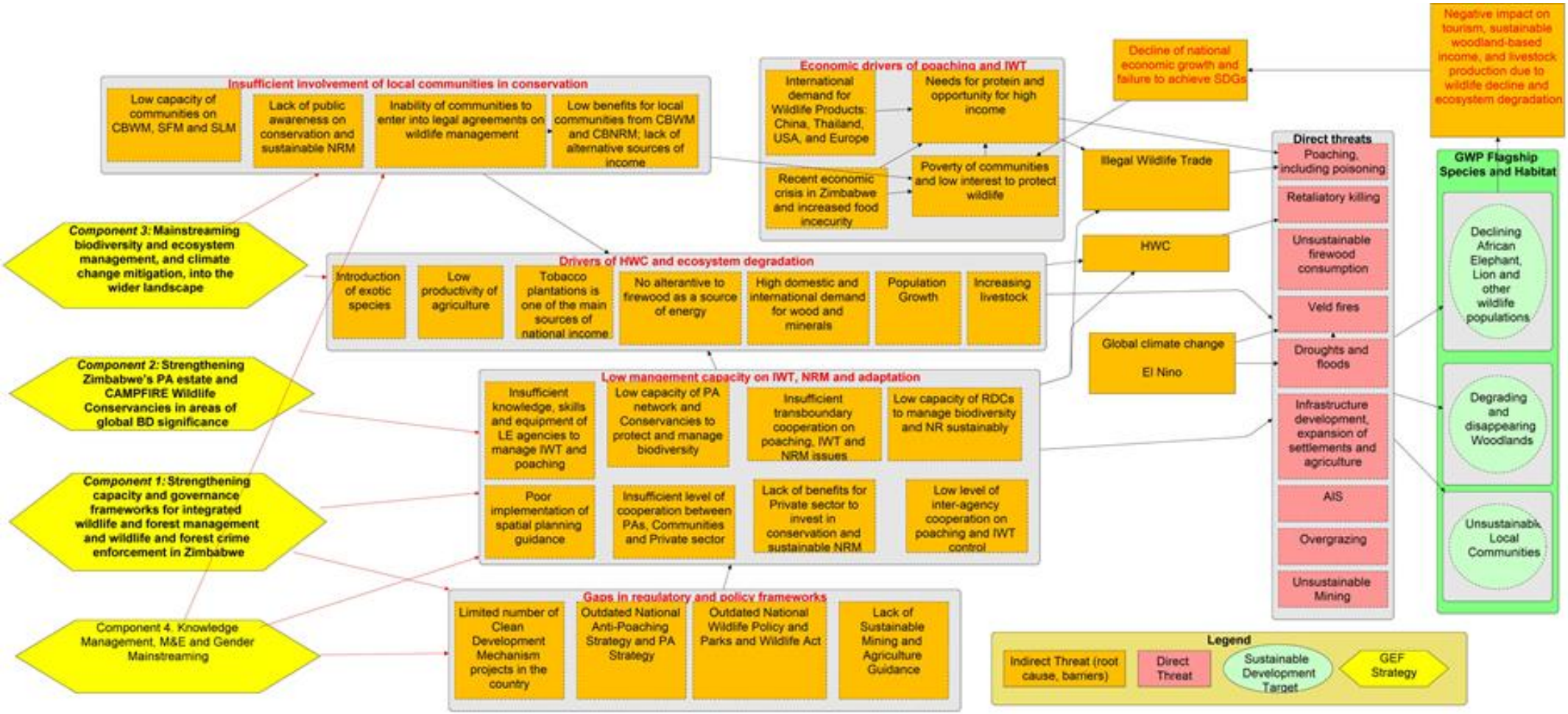
Based on the analysis of development challenge above following direct threats and their drivers (immediate and root causes) to the Zimbabwe's biodiversity and ecosystems with a key focus to the Lower Zambezi Valley have been identified (Table 1, Fig. 5):

Table 1. Direct Threats and their drivers for biodiversity in the Lower Zambezi Valley

Direct Threats	Threat Level	Drivers (causes)
Poaching, including poisoning	**Very High**	IWT as a response to high demand for wildlife products from China, Thailand, Viet Nam, Europe, and USA Commercial and subsistence poaching are good sources of high income and protein for extremely poor local communities given insufficient control from wildlife agencies and low benefits for local communities from wildlife related income. Recent economic crisis in Zimbabwe significantly contributed to increase of poaching and IWT last years.

[61] The Zimbabwe Agenda for Sustainable Socio-Economic Transformation document available at http://www.herald.co.zw/wp-content/uploads/2014/01/Zim-Asset.pdf

Retaliatory killing of wildlife	**High**	Increase of human-wildlife conflicts due to expansion of settlements, livestock grazing, and agriculture in wildlife habitat as a result of increasing human population, poor land use planning, and poor implementation/regulation of agreed land use plans. Another reason for wildlife retaliatory killing is low level of tolerance of local communities to wildlife due to insufficient income from wild animals.
Unsustainable firewood consumption	**Very High**	Over 60% of national population heavily depends on indigenous firewood as a source of energy due to lack of access to alternative sources of energy. Needs for huge volumes of indigenous firewood for tobacco curing.
Veld Fires	**High**	At least 80% of veld fires are human caused during poaching, land clearance for agriculture, and other unresponsive fire use. Increased area of veld fires due to increased frequency and severity of droughts and poor fire management.
Severe droughts and floods	**High**	Consequences of climate change (El Nino effect) and poor management/degradation of natural buffers, such as riverine forest and wetlands.
Expansion of agriculture and settlements	**High**	Increasing human population, demand for tobacco and other agricultural products, associated with lack of land use planning and sufficient control from government agencies.
Alien Invasive species (AIS)	**Medium**	Insufficient control on introduction of AIS, low effectiveness of current mechanisms to eliminate AIS
Overgrazing	**Medium**	Increasing number of livestock, driven by increasing human number and expansion of settlements
Unsustainable mining, both legal and illegal	**Medium**	High international demand for minerals (main source of national income). Lack of political will and sufficient level of law enforcement to control mining expansion and operations.


Insufficient involvement of local communities in conservation
Low capacity of communities on CBWM, SFM and SLM
Lack of public awareness on conservation and sustainable NRM
Inability of communities to enter into legal agreements on wildlife management
Low benefits for local communities from CBWM and CBNRM; lack of alternative sources of income
Economic drivers of poaching and IWT
International demand for Wildlife Products: China, Thailand, USA, and Europe
Needs for protein and opportunity for high income
Recent economic crisis in Zimbabwe and increased food incecurity
Poverty of communities and low interest to protect wildlife
Decline of national economic growth and failure to achieve SDGs
Negative impact on tourism, sustainable woodland-based income, and livestock production due to wildlife decline and ecosystem degradation
Component 3: Mainstreaming biodiversity and ecosystem management, and climate change mitigation, into the wider landscape
Drivers of HWC and ecosystem degradation
Introduction of exotic species
Low productivity of agriculture
Tobacco plantations is one of the main sources of national income
No alterantive to firewood as a source of energy
High domestic and international demand for wood and minerals
Population Growth
Increasing livestock
Illegal Wildlife Trade
HWC
Global climate change
El Nino
Direct threats
Poaching, including poisoning
Retaliatory killing
Unsustainable firewood consumption
Veld fires
Droughts and floods
Infrastructure development, expansion of settlements and agriculture
AIS
Overgrazing
Unsustainable Mining
GWP Flagship Species and Habitat
Declining African Elephant, Lion and other wildlife populations
Degrading and disappearing Woodlands
Unsustainable Local Communities
Component 2: Strengthening Zimbabwe's PA estate and CAMPFIRE Wildlife Conservancies in areas of global BD significance
Low management capacity on IWT, NRM and adaptation
Insufficient knowledge, skills and equipment of LE agencies to manage IWT and poaching
Low capacity of PA network and Conservancies to protect and manage biodiversity
Insufficient transboundary cooperation on poaching, IWT and NRM issues
Low capacity of RDCs to manage biodiversity and NR sustainably
Component 1: Strengthening capacity and governance frameworks for integrated wildlife and forest management and wildlife and forest crime enforcement in Zimbabwe
Poor implementation of spatial planning guidance
Insufficient level of cooperation between PAs, Communities and Private sector
Lack of benefits for Private sector to invest in conservation and sustainable NRM
Low level of inter-agency cooperation on poaching and IWT control
Component 4. Knowledge Management, M&E and Gender Mainstreaming
Gaps in regulatory and policy frameworks
Limited number of Clean Development Mechanism projects in the country
Outdated National Anti-Poaching Strategy and PA Strategy
Outdated National Wildlife Policy and Parks and Wildlife Act
Lack of Sustainable Mining and Agriculture Guidance
Legend
Indirect Threat (root cause, barriers)
Direct Threat
Sustainable Development Target
GEF Strategy

Barriers: Key barriers on the way to eliminate and manage direct threats for national biodiversity in Zimbabwe revolve around the weakness of the Government and key agencies to implement the current environment policy and legal framework, inadequate capacity to enforce legislation and control wildlife crime and destruction of habitats, low interest (no economic incentive for communities) and capacity of local communities to manage natural resources sustainably. The barriers can be summarized as following:

1. Gaps in the regulatory, policy, and institutional framework for biodiversity management, conservation and IWT control: The regulatory instruments fall short in their lack of implementation and enforcement. Many of the environment-related Acts (the legislation) are outdated and need to be updated and aligned with the new policies and approaches for effective biodiversity and environment management. In 2014, Zimbabwe adopted a new Constitution, which necessitated review and realignment of existing legislation and policies in some instances. Wildlife Policy and Parks and Wildlife Act, official National Anti-poaching and PA Strategies that have not been updated contribute to this gap. National Forest Policy was finalized in 2017 and needs update of relevant forest legislation. There are other sectoral legislation gaps, which negatively impact on the country's biodiversity. These include the mining, agricultural and manufacturing sectors. The NBSAP 2 development process-initiated discussions with such sectoral players and these need to be followed up during implementation. It should be mentioned that national planning documents recognize the adverse effects of mining and industry on the environment (ZimASSET, 2013; MTP, 2012).

The principal acts governing wildlife conservation and utilization do not always facilitate concerted effort. Good examples can be found in an analysis of the relevant laws that support wildlife and antipoaching work, notably the Parks and Wildlife Act, Rural Districts Council Act, Indigenization and Economic Empowerment Act, Environmental Management Act and Trapping of Animals (Control) Act. There is a motivation for review of relevant laws and policies to align them with the new constitution and related legislation. Although the Parks and Wildlife Act provides for severe mandatory minimum custodial sentences for offences involving illegal trade in species which fall well within the United Nations Office of Drugs and Crime (UNODC) definition of "serious offences", for example, courts may also impose fines and compensatory payments if the charges are framed around the death of an animal. The fines are not always clearly defined in law creating a glaring gap in this regard. There might also be the case for more species-specific legislation, to provide for additional protections in relation to Specially Protected Animals such as pangolins and rhinoceroses. Furthermore, it has been argued in certain quarters that Zimbabwe's anti- poaching laws are presumptive of trafficking, which essentially gives easy passage to brokers and top-level criminals who facilitate the bulk of illegal wildlife trade. Review also intended to bring national legislation and policy in line with emerging CITES provisions. Although Zimbabwe has enacted principal legislation in support to the implementation of the Convention, wildlife crime is a constantly changing arena that calls for timely review of domestic law. For example, it is difficult to determine whether the application of custodial sentences actually provides a meaningful deterrent. There are also suggestions that passing of sentences is sometimes inconsistent and this makes it possible for repeat offenders to circumvent the law especially if they are able to abuse the discretion afforded to courts by convincing them about the existence of "special circumstances" justifying a lesser penalty.

Zimbabwe's forest laws need to be reviewed in order for them to be compliant with the national Constitution. Some of the laws are too strict with regards to conservation and sustainable use of forests and do not reflect modern human rights; they are at variance with the Constitution as well as multi-lateral and regional agreements such as the Convention on Biological Diversity, the United Nations Framework Convention on Climate Change, the United Nations Convention to Combat Desertification and the Southern African Development Community Protocol on Forestry which Zimbabwe has ratified. These agreements need to be domesticated in the national legislation pertaining to forests. There are too many laws that relate to forests, that are implemented by several and competing government departments, local authorities and the traditional system resulting in conflicting outcomes, which undermine sustainable forest resources management. The

Forest Act mandates the Forestry Commission to govern forests particularly in gazetted and protected areas. However, other legislations such as the Environmental Management Act, Parks and Wild Life Act; Rural District Councils Act; Mines and Minerals Act and Traditional Leaders Act, also give their implementing agencies some powers over the management of forests, forestry and forest products within their jurisdiction. This leads to contestation of the custody and regulation of forests. Some of the laws still in use are largely perceived as outdated, colonial and weak as well as failing to accommodate modern landscapes and land-use options or priorities[62].

Protected areas such as the Parks Estate, Gazetted Forests and Community Wildlife Management Areas and Conservancies represent state and communal land respectively. According to the Mines and Minerals Act, they are open for prospecting and can be mined as the act supersedes the Acts that govern these areas. This is an ominous situation to the strides that the country has made in terms of biodiversity conservation. Examples exist where prospecting and mining have occurred in designated protected areas such as the Mana Pools National Park, Part of the Gwai Conservancy to name a few. However, in terms of the EIA process, EMA cannot issue an EIA certificate in the protected areas without a written letter of consent from the respective authority. Given significant overlap between the areas in which the country has sent aside for biodiversity conservation in the protected areas network and the occurrence of the country's mineral resource base, there is an urgent need for the country to develop Biodiversity Guidelines for the Mining Industry as the competition for economic growth and biodiversity and ecosystems conservation will continue and a common position has to be reached to avoid conflict.

Despite designation of six Trans-Frontier Conservation Areas (TFCA) taking significant part of the country, some of them (e.g. Lower Zambezi-Mana Pools and ZIMOZA) have no international agreements and mechanisms for their transboundary management and conservation.

2. Insufficient management and enforcement at national and district levels due to weak capacity, lack of resources and insufficient information and tools to understand, regulate and combat illegal wildlife trade and manage biodiversity sustainably in the conditions of climate change: Although most Government agencies responsible for biodiversity conservation fall under the same Ministry, there is weak inter-departmental coordination between these agencies and also between public sector agencies and other institutions on biodiversity issues, law enforcement and on approaches to address challenges such as IWT, deforestation, and land degradation. This is also reflected in the lack of harmonized national reporting and monitoring on multilateral environmental agreements to leverage resources, especially with the United Nations Convention to Combat Desertification (UNCCD), the Convention on Wetlands of International Importance (RAMSAR), the UN Framework Convention on Climate Change (UNFCCC), the UN Convention on Biological Diversity (UNCBD) and the Convention on International Trade in Endangered Species (CITES).

Increasing rates of international commercial trade, combined with illegal hunting for the illegal wildlife trade are threatening wildlife populations and are driving threatened species towards extinction. With the second-largest elephant and fourth-largest rhino populations in the world respectively, it is not surprising that Zimbabwe finds itself involved in international ivory and rhino horn trafficking by sophisticated and well-resourced poaching syndicates and networks. However, poor coordination between agencies and institutions on law enforcement and at site level; and limited transboundary coordination in planning and control of resource use and trafficking, is leading to increasing rates of poaching and illegal wildlife trade that must be tackled. Some of the earlier literature speaks about a litany of deliberate or negligent events - lax law enforcement or outright complicity by government and foreign diplomats. It would appear that, as is the case in other countries within the region, the generally accepted field levels of manpower requirements of one person per 25-50 km^2 are most likely not met. So too are adequate budgets for meeting recurrent annual

[62] Ministry of Environment, Water and Climate. 2017. National Forest Policy. Final Draft

wildlife law enforcement and anti-poaching costs that are reliably estimated at US$200-400 per km^2 a year. Judicial processes also remain weak, especially along the apprehension, arrest, prosecution, conviction and sentencing chain. Limited human and financial resources within the various enforcement entities has also contributed to their ineffectiveness. Better coordination amongst agencies (especially PWMA, EMA, Forest Commission, Police, District Councils, communities and the private sector) can enable leveraging of resources for management activities on the ground at landscape level (such as patrols, surveys, fire management, water management, human-wildlife conflict management and transboundary collaboration). Modern equipment, rapid relay of information and quick repositioning are key requirements for enhancing mobility and awareness of field units and back-up reinforcement. These represent just some of the many bottlenecks to rapid response of anti-poaching teams.

In Zambezi Valley, both the prosecution success rate and the nature of the penalties applied are still insufficient to adequately deter offenders, especially repeat offenders[63]. This problem can in part be attributed to lack of awareness on the part of police prosecutors and the judiciary of the serious impact that poaching is having on Zambezi Valley's wildlife populations, including on high-value species such as elephants. As a result, these crimes are often dismissed entirely, or only minor penalties are applied. The fact that wildlife poaching in the Zambezi Valley is a relatively low risk crime represents a major vulnerability to the PA's law enforcement efforts[64].

The ZPWMA is not able to meet the required staffing levels for effective implementation. This is well illustrated by the situation in Mana Pools National Park (one of the better staffed conservation areas in the country) where the ideal staffing level for rangers is 110, yet only 75 have been approved, according to the summary report of the collaborative workshop held by ZPWMA to develop an anti-poaching strategy for Mana Pools National Park and neighboring Safari Areas at Chirundu Safari Lodge in March/April 2015. Moreover, only half this number were on site and many could not be deployed at any time due to engagement in other critical duties. Despite relatively good salary the PA staff salaries have not been paid for months. In addition, some of the ranger housing at patrol outposts does not meet basic hygiene and comfort standards due to the limited availability of funds for regular maintenance and repairs. Poor housing also impacts on recruitment (not enough accommodation available for new staff)[65]. Patrol outfitting is a major area of weakness in Zambezi Valley. Specifically, the basic field equipment provided to law enforcement patrol staff (e.g. uniforms, boots, backpack, raingear) is not always replaced in a timely manner, despite the significant wear and tear it is subjected to under rough field conditions[66]. Another critical problem is the lack of adequate patrol rations that can be easily and rapidly prepared in the field (e.g. military-style dry rations or other forms of ready-to-eat food)[67]. In terms of patrol-to-base communications, in some parts of the Zambezi Valley adequate infrastructure has been put in place to enable effective VHF radio communications, with support from the Tashinga Initiative and other donors. However, given the vastness of the PAs involved and the limited financial means at ZPWMA's disposal, there are still significant parts of Zambezi Valley in need of additional radio repeater masts. Occasionally, patrol staff in these areas have resorted to using their personal mobile phones for patrol-to-base communications, but this is not a desirable long-term solution, as the mobile network coverage is poor in some areas and ZPWMA cannot reimburse rangers for the airtime used[68]. Patrol outposts are another aspect of Zambezi Valley's infrastructure, which falls short of current law enforcement needs. Several outposts are in urgent need of basic maintenance and repair, and some local law enforcement experts suggested the positioning of some patrol outposts should be reviewed in light of emerging law enforcement

[63] Zambezi Valley Law Enforcement Plan. June 2017.
[64] Zambezi Valley Law Enforcement Plan. June 2017.
[65] Zambezi Valley Law Enforcement Plan. June 2017.
[66] Zambezi Valley Law Enforcement Plan. June 2017.
[67] Zambezi Valley Law Enforcement Plan. June 2017.
[68] Zambezi Valley Law Enforcement Plan. June 2017.

hotspots and challenges[69].

Many PAs in the country have outdated Management Plans or no plans at all (e.g. Mana Pools National Park, Hurungwe, Sapi, Chewore, Dande, Doma Safari Areas). Some of the management plans (e.g. Mana Pools National Park) are very general and have no clear indicators of progress, timelines, and budgets for implementation. Some of the PAs have low level of collaboration with local communities and lack of their involvement in the PA management. PAs badly need training in anti-poaching, adaptive wildlife management, human-wildlife conflict resolution, collaboration with local communities and other stakeholders, fire management and climate-smart planning. Lack of adequate management planning for sustainable use of natural resources and implementation capacity is an obvious gap in the districts and Rural District Councils management (e.g. Hurungwe, Mbire, and Muzarabani Districts).

3. Unsustainable land-use management and practices linked to poverty and climate change combined with limited livelihood alternatives and unemployment: Environmental degradation is an issue of major concern attributed to lack of public awareness about the need for the preservation and conservation of environment and natural resources. Combined with an ever-increasing population (nationally rate of increase 2002-2012 was 1.1% (Zim Stats, 2012), current growth rate for 2015 is estimated at 2.3%[70] and inevitable higher demand for settlements, agriculture, infrastructure developments and increasing fuel-wood collection, biodiversity loss and land degradation are accelerating and are compounded by climate change. Due to climate change, an average of a million hectares is burnt by veld fires each year, resulting in loss of wildlife habitat, pasture, forestry resources, plantations, livestock, property and human lives. These threats are accelerated by low technical know-how of local communities and inadequate extension services to promote sustainable forestry, wildlife use, and farming practices. In addition, as a result of poor planning and implementation, human settlements and infrastructure developments also affect traditional wildlife migratory routes and lead to human-wildlife conflict as the wildlife destroys crops and infrastructure and kills livestock and people. Efforts to enhance livelihoods by promoting community-centered initiatives that support effective co-management of wildlife and their habitats, restoration and rehabilitation of degraded landscapes, reduction of wildlife crime, and sustainable local income generation are essential. Currently insufficient implementation of district planning results in multiple unplanned settlements within wildlife areas, which are leading to habitat fragmentation, human-wildlife conflicts and illegal wildlife off-take. This is a challenge in the communal wildlife areas under CAMPFIRE and in some gazetted forests. The CAMPFIRE model has been affected by Zimbabwe's macroeconomic conditions, starting with the land reforms, hyperinflation and consequent drop in tourist numbers. Other challenges of CAMPFIRE include great reliance on consumptive trophy hunting and less focus on other uses and non-consumptive uses of natural resources due to viability considerations, and low re-investment in development, fixed assets, human capital, and management and protection of wildlife in CAMPFIRE areas[71]. This has resulted in reduced revenue from wildlife, and many communities have been unable to run safari and ecotourism activities viably due to a lack of resources. This in turn has led to a drop in the perceived value of keeping buffer zones exclusively as wildlife areas, leading to encroachment and resettlement in these areas. There is less incentive for conservation because community benefits have been lost. Some of CAMPFIRE communities have no income from wildlife at all (e.g. Pfundundu and Mukwichi) and local people switch to poaching of commercially valuable species and illegal firewood logging. Many communities have no viable partnerships with Protected Areas and safari operators to organize sustainable wildlife management and sufficient benefits from wildlife. Another challenge for CAMPFIRE is ever increasing population leading wildlife habitat conversion to agriculture and pastures. The CAMPFIRE model is currently under review (by Cabinet Directive), with light to make recommendations on how to handle challenges and barriers in the programme, particularly increasing community benefits from wildlife management. Zambezi

[69] Zambezi Valley Law Enforcement Plan. June 2017.
[70] https://www.google.com/publicdata/explore?ds=d5bncppjof8f9_&met_y=sp_pop_grow&idim=country:ZWE:BWA:ZMB&hl=en&dl=en
[71] CAMPFIRE Association 2016. In support of the Zimbabwe CAMPFIRE Programme. Analytic Report

Valley law enforcement managers are concerned about the increasing level of cooperation between international wildlife crime syndicates and local poachers, who are increasingly shifting from subsistence poaching to targeting commercially valuable flagship species such as elephants. Key reasons for this trend include the increased awareness among local community members of the value of ivory and other illegally-traded wildlife products on the black market, the porous border with Zambia and the increasing ease of cross-border telecommunications. This is a particularly dangerous mix in the context of widespread community unemployment and poverty that has been exacerbated by recent economic crises in Zimbabwe[72].

The lack of appreciation of the value/real benefit of standing forests and woodlands, poor mechanisms to incentivize sustainable forest management and lack of livelihood alternatives for forest-dependent communities represent major barriers to Sustainable Forest Management (SFM). There is great reliance on wood fuel by over 60% of the population in the country as well as by growing tobacco sector (Min Energy, 2011). Local population in the Zimbabwe has very low resilience to flooding and droughts, low capacity on HWC resolution, SFM and SLM management. No mechanisms currently exist in to involve mining and agricultural companies in conservation and social responsibility programs beneficial to wildlife and local communities.

II. STRATEGY

The long-term solution to the development challenge suggested by the project: The project **Objective** is *to promote an integrated landscape approach to managing wildlife resources, carbon and ecosystem services in the face of climate change in the protected areas and community lands of the Mid to Lower Zambezi Regions of Zimbabwe.* To address development challenge and achieve the Objective the project will implement four **Strategies/Components** (see Fig. 4):

Component 1. *Strengthening capacity and governance frameworks for integrated wildlife and forest management and wildlife and forest crime enforcement in Zimbabwe*. Under Component 1, the project will invest in the capacity building of national and district level wildlife and woodland management and law enforcement agencies to improve their ability to control wildlife and forest crime, eliminate wildlife trafficking, and mainstream wildlife conservation in the production landscape (based on the results of ICCWC Indicator Framework assessment of Zimbabwe's wildlife crime law enforcement and legislation, and UNDP Capacity Scorecard for ZPWMA). The project will review, update and promote implementation of the National Wildlife Policy and Parks and Wildlife Act; support implementation of the National Forest Policy (2017) by reviewing forest legislation related to sustainable use and protection of communal woodlands; and ensure the update and official approval of National Anti-Poaching Strategy. Two Multi-Agency Units will be conceptualized, established and supported to combat poachers and IW traffickers in the Lower Zambezi Valley as well as at national level. A National Wildlife Crime Task Force (WCTF) will be provided with necessary trainings (leadership, wildlife and forest crime law enforcement, intelligence, investigation, prosecution, management of confiscated wildlife products, wildlife adaptive management, and woodland restoration and sustainable management) and tools to investigate and tackle wildlife and forest crimes (special manuals and guidelines for law enforcement officers, investigators, prosecutors and judiciary; Spatial Monitoring and Reporting Tool - SMART). Nation-wide wildlife and forest crime monitoring system based on the Spatial Monitoring and Reporting Tool Approach (SMART) will be developed and established at the ZPWMA. The project will support development and official ratification, and implementation of international agreements between Zimbabwe,

[72] Zambezi Valley Law Enforcement Plan. June 2017.

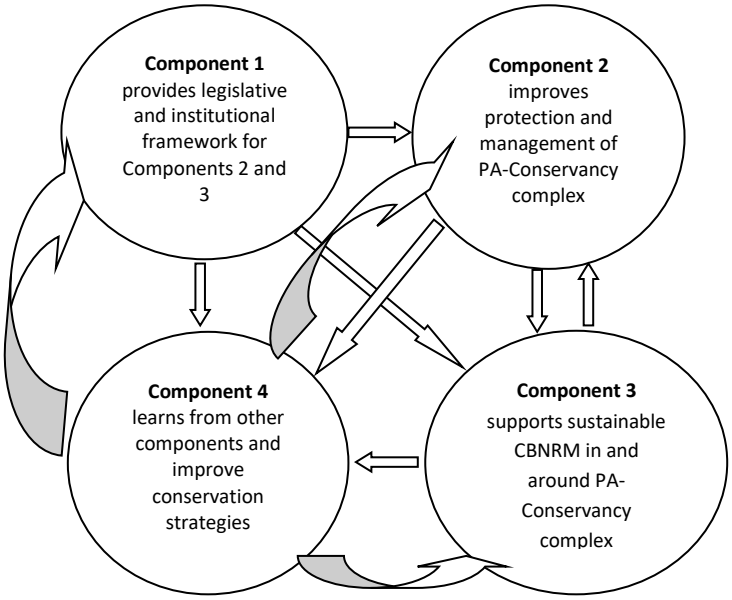
Zambia and Mozambique for sustainable management of biodiversity and IWT of the two SADC Trans-Frontier Conservation Areas (TFCAs): Lower Zambezi-Mana Pools and ZIMOZA. Strong awareness and education campaign targeting Hurungwe, Mbire and Mazarabani Districts will be developed and implemented to increase understanding of wildlife crime and deforestation negative impact and involve local population in climate-smart conservation and sustainable natural resource management and IWT prevention in the project area.

Component 2. *Strengthening Zimbabwe's PA estate and CAMPFIRE Wildlife Conservancies in areas of global BD significance*. Under Component 2, the project will update and develop climate-smart management plans (MPs) for Mana Pools National Park, Charara, Hurungwe, Sapi, Chewore, Dande, Doma Safari Areas, establish effective mechanisms for the MP implementation, and invest in capacity building of the PAs to fight poaching, and manage wildlife and woodlands (training, equipment, technology) in the frameworks of the MPs initial implementation. Also, the project will establish six official CAMPFIRE Wildlife Conservancies (CWCs) in Mbire, Hurungwe, and Muzarabani Districts in the boundaries of current CAMPFIRE Wildlife Areas to improve CBWM and increase benefits from wildlife for local communities via new governance and management model. To make it possible the project will invest significant resources in development of sound business plans (BP) and governance structure of the CWCs, trainings of the CWC's staff, and equipment for the conservancy anti-poaching and wildlife management operations in cooperation with ZPWMA. Established and functional CWCs will be linked with PAs and law enforcement agencies to fight poaching and IWT on their territories and serve as buffer zones for PA estate in the Lower Zambezi Valley with source wildlife populations.

Component 3. *Mainstreaming BD and ES management, and climate change mitigation, into the wider landscape*. Under this Component, the project will develop climate-smart Integrated Landscape Management Plans (ILMPs) for Hurungwe, Mbire, and Muzarabani Districts to facilitate sustainable wildlife, woodland, and land management in the project area. The ILMPs and CWC BPs will be used as a guiding basis for development and implementation of pilot projects in the target CWCs (established under Component 2) on CBWM, SFM, SLM, HWC resolution, fire management and alternative to poaching sources of income via sustainable small grant mechanism supported by UNDP CO via GEF SGP mechanism at the national level. Targeted community-based woodland restoration and sustainable management will be supported in the selected CWCs to promote carbon sequestration and sustainable development initiatives in the project area. Local communities in the CWCs will be provided with alternative sources of energy and energy saving technologies to decrease their dependence on indigenous firewood for household and agricultural use (firewood plantations and energy efficient tobacco curing barns). Also the project will build partnerships between local communities, NGOs and agricultural companies in the project area and will involve private business in development and implementation of conservation and social responsibility programmes via development and running Environmental Responsibility Rating for the companies.

***Component 4**: Knowledge Management, M&E and Gender Mainstreaming.* This Component will ensure effective lesson learning from implementation of Components 1-3, participatory M&E approach, and gender mainstreaming. Lessons learned from the project will be used to improve the project implementation via adaptive management and also be shared with other national and international projects, including GWP, using different approaches, including on-line knowledge platforms on SFM, CBWM, HWC, and Climate-smart SLM. Under this Component the project will establish an effective Grievance Redress Mechanism (GRM) (can be based on existing GRM of the Kariba REDD+ Project) to inform and guide project implementation in socially acceptable and beneficial for local communities' way.

All four Components are designed as interconnected strategies to target key threats for wildlife (see Fig. 5), woodlands and communities in the project area:



All project components (especially Components 1 and 2) will directly support 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. The project will support compliance through development of comprehensive national Wildlife Policy and updated Park and Wildlife Act, improving sharing of information between law enforcement agencies, enhancing effective enforcement of illegal trade and support capacity building of officers tasked with enforcing national wildlife and forest crime legislation. The project will directly contribute to the implementation of the resolutions of the CITES CoP17 - Res. Conf. 17.6 *on Prohibiting, preventing, detecting and countering corruption, which facilitates activities conducted in violation of the Convention*, Res. Conf. 10.10 *Trade in elephant specimens*, and CoP17 *Decision on the African lion* - via addressing the impact of corruption in undermining wildlife trade regulation and strengthening control over lion and elephant poaching and illegal trade on ivory (in the framework of the National Elephant Management Plan designed to directly contribute to the CITES African Elephant Action Plan 2010[73]).

Alignment of the project with the Global Wildlife Program Theory of Change: 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

[73] Despite Zimbabwe does not have National Ivory Action Plan, the National Elephant Management Plan has been designed to meet following objectives of the African Elephant Action Plan (AEAP) approved as a consensus document by all 37 African elephant range states in the margins of the 15th meeting of the Conference of the Parties to CITES (Doha, Qatar 13-25 March 2010): OBJECTIVE 1: Reducing illegal killing of elephants and illegal trade in elephant products; OBJECTIVE 2: Maintaining elephant habitats and restoring connectivity; OBJECTIVE 3: Reducing human-elephant conflict; OBJECTIVE 4: Increasing awareness on elephant conservation and management of key stakeholders (e.g. policy makers and local communities among other interest groups); OBJECTIVE 5: Strengthening range states' knowledge on African elephant management; OBJECTIVE 6: Strengthening cooperation and understanding among range states; OBJECTIVE 7: Improving local communities cooperation and collaboration on African elephant conservation; and OBJECTIVE 8: Implementing the AEAP (Zimbabwe National Elephant Management plan 2015-2020, pp. 14-15)

of best practices and technical resources. This UNDP-GEF project in Zimbabwe is a national project under the GWP, and in 2016-2017 Zimbabwe already benefited from participation in four in person knowledge exchange events that were held in Kenya (GWP Conference 2016 "Engaging Local Communities in Wildlife Conservation", May 18-20 2016), Vietnam (Hanoi Conference on Illegal Wildlife Trade, November 17-18 2016), Gabon (GWP Gabon Conference "Reducing Human Wildlife Conflict and Enhancing Coexistence", April 3 – 7 2017), and India (GWP Annual Conference 2017 "People's Participation in Wildlife Conservation", October 2 – 6 2017). These events brought the GWP countries together to exchange experiences on various anti-poaching, anti-trafficking, and demand reduction issues. During project execution, Zimbabwe 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 IWT control, PA management, CBWM, and biodiversity conservation mainstreaming in production sector. Zimbabwe is committed to engaging with GWP partners in Africa and Asia on joint efforts that will help with the project implementation, including issues related to human wildlife conflict and other technical areas.

The project is aligned with GWP Theory of Change and will contribute significantly to the expected GWP Outcomes and Targets via implementation of its four Components (Strategies) (Table 2).

Table 2. Alignment of the project strategies with GWP Components, Outcomes and Indicators & Targets

Child Project Components	**Relevant GWP Components**	**Relevant GWP Outcome**	**Relevant GWP GEF Indicators and Targets**
Component 1. ***Strengthening capacity and governance frameworks for integrated wildlife and forest management and wildlife and forest crime enforcement in Zimbabwe***	**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. **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**: Reduction of poaching rates of target species at program sites **1.4**: Proportion of poaching-related arrests that result in prosecution (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)

Child Project Components	Relevant GWP Components	Relevant GWP Outcome	Relevant GWP GEF Indicators and Targets
Component 2. ***Strengthening Zimbabwe's PA estate and CAMPFIRE Wildlife Conservancies in areas of global BD significance***	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management	**Outcome 1**: Reduction in elephants, rhinos, and big cat poaching rates (baseline established per participating country) **Outcome 2**: Increased community engagement to live with, manage, and benefit from wildlife	**1.1**: Reduction of 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) **1.5**: Protected areas (METT score) and community/ private/ state reserves management effectiveness for Programme sites (increase) **2.1**: Decrease in human-wildlife conflict (HWC) as measured by incident reports **2.2**: Increase in benefits received by communities from sustainable (community-based) natural resource management activities and enterprises
Component 3. ***Mainstreaming BD and ES management, and climate change mitigation, into the wider landscape***	**Component 1.** Reduce Poaching and Improve Community Benefits and Co-management	**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 sector and local community actors, both women and men	2.1: Decrease in human-wildlife conflict (HWC) as measured by incident reports 2.2: Increase in benefits received by communities from sustainable (community-based) natural resource management activities and enterprises 3.1: Increase in the number of policies, plans, and regulatory frameworks that support low GHG development 3.2: Increase in area of forest resources restored in the landscape, stratified by forest management actors 3.3: Increase in community benefits generated for managing forest ecosystems and restoration plans
Component 4. ***Knowledge Management, M&E and Gender Mainstreaming***	**Component 4.** Knowledge, Policy Dialogue and Coordination	**Outcome 6**: Improved coordination among program stakeholders and other partners, including donors	**6.2**: Programme monitoring system successfully developed and deployed **6.3**: Establishment of a knowledge exchange platform to support program stakeholders

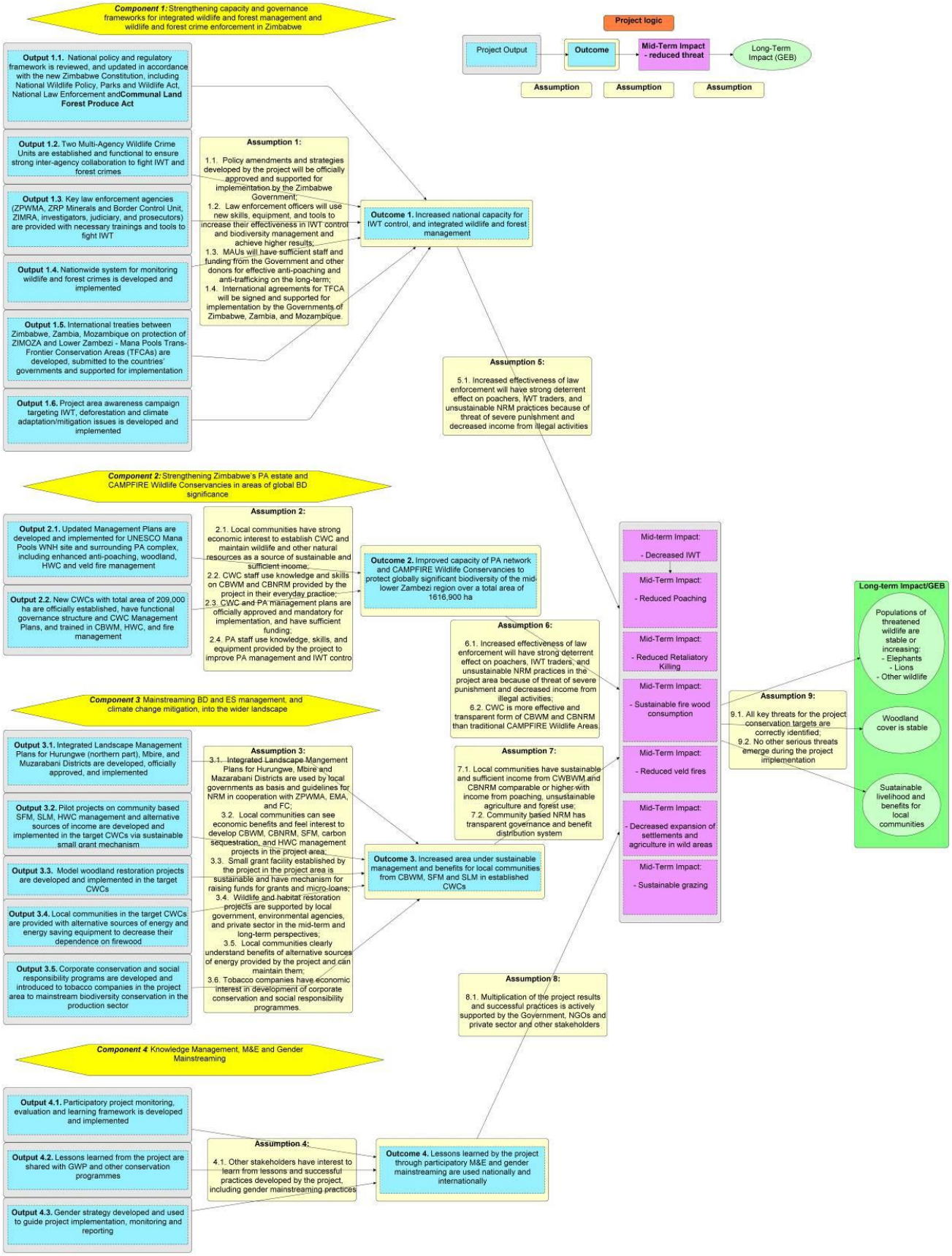


Figure 6. Project Theory of Change (see Fig. 5 for the barriers addressed by the project and Table 3) for Output – Outcome – Impact pathways

Table 3. Project Theory of Change (see Fig. **6** for details)

Assumptions	Output – Outcome – Mid-Term Impact – Long-Term Impact pathways
Assumption 1: 1.1. Policy amendments and strategies developed by the project will be officially approved and supported for implementation by the Zimbabwe Government; 1.2. Law enforcement officers will use new skills, equipment, and tools to increase their effectiveness in IWT control and biodiversity management and achieve higher results; 1.3. MAUs will have sufficient staff and funding from the Government and other donors for effective anti-poaching and anti-trafficking on the long-term; 1.4. International agreements for TFCA will be signed and supported for implementation by the Governments of Zimbabwe, Zambia, and Mozambique.	Delivery of the project Outputs under Component 1 (updated policy and legislation, trained law enforcement officers, established and functional MAUs, international agreements for TFCAs with implementation mechanism) will lead to increased national capacity in Zimbabwe to control IWT and manage wildlife in sustainable way (Outcome 1). Increased national capacity will be reflected by increased number of poacher and trader arrests, and successful prosecution and sentences at the national level.
Assumption 2: 2.1. Local communities in the project area have strong economic interest to establish CWC and maintain wildlife and other natural resources as a source of sustainable and sufficient income; 2.2. CWC staff use knowledge and skills on CBWM and CBNRM provided by the project in their everyday practice; 2.3. CWC and PA management plans are officially approved and mandatory for implementation, and have sufficient funding from the Government, donors, and local business activities; 2.4. PA staff use knowledge, skills, and equipment provided by the project to improve PA management and IWT control and increase their incentives for good results.	Delivery of the project Outputs under Component 2 (increased area of CWCs, up-to-date management plans for CWCs and PAs, trained local communities and PA staff, advanced equipment and tools for anti-poaching) will lead to increased PA capacity (including CWCs as a part of Zimbabwe's PA system) to manage wildlife and other natural resources, and fight poaching and IWT in the mid-lower Zambezi valley. Increased PA capacity will be reflected by increased number of poacher and trader arrests, successful prosecution and sentences, decreased number of unsolved HWCs, and more effective PA and NRM management in the project area (Outcome 2).
Assumption 3: 3.1. Integrated Landscape Management Plans for Hurungwe, Mbire and Mazarabani Districts are used by local governments as basis and guidelines for NRM in cooperation with ZPWMA, EMA, and FC; 3.2. Local communities can see economic benefits and feel interest to develop CBWM, CBNRM, SFM, carbon sequestration, and HWC management projects in the project area; 3.3. Small grant facility established by the project in the project area is sustainable and have mechanism for raising funds for grants and micro-loans; 3.4. Wildlife and habitat restoration projects are supported by local government, environmental agencies, and private sector in the mid-term and long-term perspectives;	Delivery of the project Outputs under Component 3 (ILMPs, support of CBWM and CBNRM projects, wildlife and habitat restoration initiatives, alternative sources of energy and conservation cooperation with private sector) will increase area under sustainable NRM in the project area, community ownership of wildlife and other natural resources and provide more economic and social benefits to local communities from sustainable forms of business linked to conservation (Outcome 3).

Assumptions	Output – Outcome – Mid-Term Impact – Long-Term Impact pathways
3.5. Local communities clearly understand benefits of alternative sources of energy provided by the project and can maintain them; 3.6. Agricultural companies have sustained economic interest in development of corporate conservation and social responsibility programmes.	
Assumption 4: 4.1. Other stakeholders have interest to learn from lessons and successful practices developed by the project, including gender mainstreaming practices	Participatory approach in M&E and strong lesson learning system will allow systematic collection of the project lessons, effective Adaptive Management of the project, and timely achievement of the project Outcomes. That will lead to active replication and use of the project experience and techniques at national and international level by other projects (Outcome 4)
Assumption 5: 5.1. Increased effectiveness of law enforcement will have strong deterrent effect on poachers, IWT traders, and unsustainable NRM practices because of threat of severe punishment and decreased income from illegal activities	In the result of increased poacher and IW trader arrests, prosecution and sentences and enhanced management of biodiversity at the national level number of poaching and IWT cases as well as number of unsustainable NRM practices (threats for conservation targets) will decrease (Mid-Term Impact).
Assumption 6: 6.1. Increased effectiveness of law enforcement will have strong deterrent effect on poachers, IWT traders, and unsustainable NRM practices in the project area because of threat of severe punishment and decreased income from illegal activities; 6.2. CWC is viewed/accepted as a more effective and transparent form of CBWM and CBNRM than traditional CAMPFIRE Wildlife Areas.	In the result of increased poacher and IW trader arrests, prosecution and sentences, and enhanced management of PAs and CWCs with active participation of local communities number of poaching and IWT cases as well as number of unsustainable NRM practices (threats for conservation targets) will decrease in the project area (Mid-Term Impact).
Assumption 7: 7.1. Local communities will have sustainable, safe and sufficient income from CWBWM and CBNRM comparable or higher with income from poaching, unsustainable agriculture and forest use	Increased area under sustainable NRM in the project area, community ownership of wildlife and other natural resources and increased economic and social benefits to local communities from wildlife and other sustainable forms of business linked to conservation (Outcome 3) will lead increased economic value of wildlife and woodlands for local people and decreased poaching, retaliatory killing of wildlife and other unsustainable forms of NRM by local communities (Mid-Term Impact)
Assumption 8: 8.1. Multiplication of the project results and successful practices is actively supported by the Government, NGOs and private sector and other stakeholders	Active replication of successful practices developed by the project by other projects in the Lower Zambezi Valley and at national level will lead to decreased treats to wildlife, woodlands and wetlands on much wider area (Mid-Term Impact)
Assumption 9: 9.1. All key threats for the project conservation targets are correctly identified; 9.2. No other serious threats emerge during the project implementation	Decreased level of threats to wildlife and habitats will lead to increased survival and population growth of wildlife as well as stabilization of the area of key ecosystems (forests, woodlands, and wetlands)

Project area:
Proposed project area covers approximately **2,300,000 ha** (Fig. 7) in the northern part of Zimbabwe at the border with Zambia and Mozambique and includes parts of Hurungwe, Mbire and Muzarabani Districts. Total human population living in Hurungwe, Mbire and Muzarabani Districts is 533,921 (Central Statistics Office, 2012), with approximately 25-30% of the population living in the project area (~140,000 people). The area is predominantly occupied by the Korekore people, the Karanga (who migrated in the area in the late 1980s) and vaDoma. The average household size in the area is 4.7 people, poverty prevalence is 88.4%, poverty gap index – 46.7%, poverty severity index – 28.5%, Gini index – 34.0% (Small Area Poverty Estimation, ZimStats 2015).

The area is home to key flagship species such as the African Elephant with estimated population of 11,656±2,259 (Dunham et al., 2015), and other threatened species such as lion: population of 267 individuals (A. Loveridge, WildCRU 2016, pers. comm.), cheetah (12 indv., 2015)[74]and the Cape Wild dog, and near threatened species such as the leopard and the brown hyena. Until the 1990s, Mana Pools National Park was a black rhino conservation area, but the remaining 5 rhinos were relocated for security reasons. Despite that the project area may be considered as an important habitat for reintroduction of black rhino after poaching is suppressed considerably or eliminated. The area is a part of the important migratory route for elephants linking Botswana, Zimbabwe, and Mozambique.

The project area is threatened by poaching and IWT and regulation of water from the Kariba Dam. The area has significant mineral deposits (gold, sand, chrome, and clay) (Fig. 5) and is a possible threat to the area's PAs as shown by developments in the Zambezi National Park in Zambia where mining exploration had been sanctioned but was reversed after a collaborative effort between Zimbabwe and Zambia conservation organizations in 2014. The area is affected by both legal and illegal mining, but no rehabilitation of mining sites has been done. There is a serious threat for forest and woodlands from tobacco plantations associated with increasing area of agriculture and unsustainable wood consumption for tobacco curing (see Development Challenge section for details).

The area is a designated wetland area of international importance especially the Mana Pools National Park which is a Ramsar site (2013) and an Important Bird Area within the country with over 350 bird species. The Middle Zambezi area (Matusadonha, Mana Pools, Sapi and Chewore) was declared a Biosphere Reserve by UNESCO in June 2010. The area is also a UNESCO World Heritage site that includes Mana Pools NP, Sapi and Chewore SAs. The project area is part of the Lower Zambezi - Mana Pools Trans-Frontier Conservation Area (TFCA) between Zambia and Zimbabwe covering Mana Pools National Park, Chewore and Sapi Safari areas. Areas closer to Mozambique (Mbire, Dande, Doma, Muzarabani) are part of the ZIMOZA TFCA between Zimbabwe and Mozambique. The project area is one of two MIKE sites in Zimbabwe.

In terms of ecosystems conservation, the area links PAs with communal conservation areas under the CAMPFIRE programme (Hurungwe, Mbire, and Muzarabani). The selected districts are among the 16 major wildlife districts within CAMPFIRE. Mbire is a major revenue earner through safari hunting and has a history of communal conservancies through two designated areas (Shange conservancy and Chivaraidze communal game ranch – set up with support from CIRAD in the late 1990s). Mbire RDC has a natural resources management plan for 2011-2021 developed with support from the African Wildlife Foundation. Other on-going projects in the project area include support from the Zambezi Society and Tashinga Initiative to PWMA on equipment, ranger welfare and training, VHF communication equipment, surveys and park planning. Kariba REDD+ programme and the GEF/SGP supported BioHub alternative energy project in Hurungwe are implemented there (see more details on the ongoing activities in the project area in the Partnership sub-section).

[74] E. van der Meer. 2016. The cheetahs of Zimbabwe, distribution and population status 2015. Cheetah Conservation Project Zimbabwe.

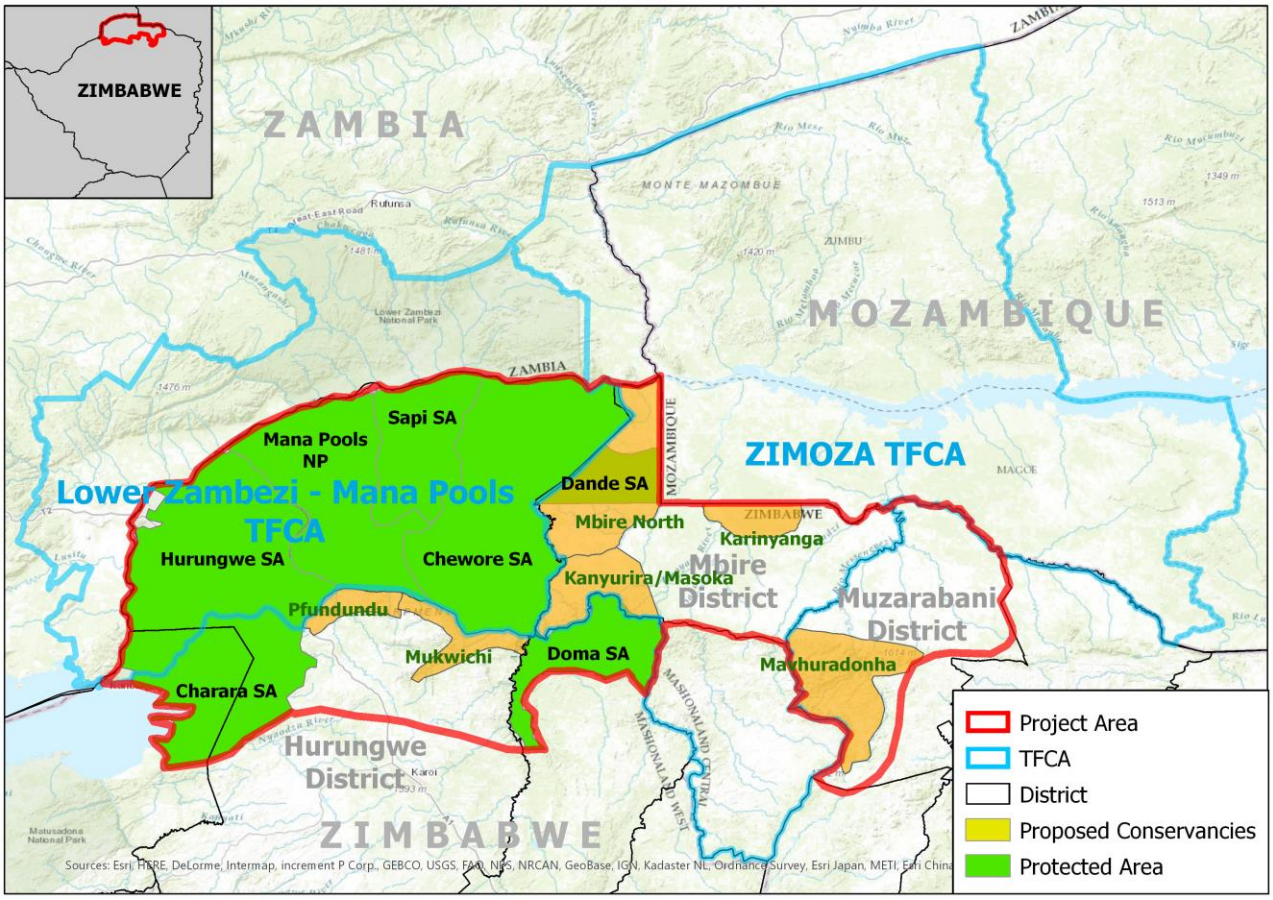


Figure 7. Project area

The project area has 7 Protected Areas with total area **1,282,400 ha**: Mana Pools NP, and Charara, Hurungwe, Sapi, Chewore, Dande, and Doma SAs (Table 4).

Table 4. Protected Areas targeted by the project

Protected Area	Category	Area, ha
Charara	Safari Area	170,000
Hurungwe	Safari Area	289,000
Sapi	Safari Area	118,000
Mana Pools	National Park	219,600
Chewore	Safari Area	339,000
Dande	Safari Area	52,300
Doma	Safari Area	94,500
	Total:	**1,282,400**

Based on the analysis of situation with CAMPFIRE Wildlife Areas in the Lower Zambezi valley the following CAMPFIRE Wildlife Areas were selected for establishment and support of six CAMPFIRE Wildlife Conservancies (CWCs) (see details in the Annex O. Landscape Profile Report): Pfundundu and Mukwichi in Hurungwe District; Mbire North, Kanyurira/Masoka, and Karinyanga in Mbire District; and Mavhuradonha Wilderness Area in Muzarabani District (Table 5). All these areas are important wildlife habitats, play significant role as buffers between Protected Areas and agricultural territories or located on key wildlife migration routes, including transboundary between Zimbabwe and Mozambique. Also, all these areas have highly motivated communities and safari operators (critical for Conservancy sustainability) interested in Wildlife Adaptive Management and

conservation.

Table 5. Proposed Community Wildlife Conservancies to be established/supported in the project framework

Conservancy	Area, ha	Importance of the area	Safari Operators
Pfundundu, Hurungwe RDC	30,000	The area used to be one of the lucrative hunting areas in Hurungwe until animal numbers and trophy quality decreased last years due to decreased benefits from safari hunting and increased poaching. However, the area still has about 200 elephants, 300 buffalos and kudus, 30-40 zebras. Very good and intact habitat of high carrying capacity that allows fast restoration of wildlife populations under proper wildlife management. Buffer zone between Hurungwe SA, Mana Pool NP and agricultural areas of Hurungwe District.	Mr. Jan Stander, Hurungwe Safaris Pvt. Ltd
Mukwichi, Hurungwe RDC	20,000	Buffer zone between Mana Pools NP, Chewore SAs and agricultural areas of Hurungwe District. The area has very good wildlife habitats, however, wildlife populations critically decreased last years due to lost benefits from safari hunting and increased poaching. Given proximity to source wildlife populations in the Mana Pools NP and Chewore SA the area has great potential for fast wildlife restoration.	Mr. Graham Hingeston, HKK Safaris (This is a state safari area requiring a new lease from ZPWMA)
Mbire North, Mbire RDC	132,000	Buffer zone of Chewore SAs. Includes Dande SA in the wildlife management system. Despite wildlife population decreased by 85% last 20 years the area has good potential for fast wildlife restoration due to proximity to source populations in the SAs. Migration corridor for elephants between Zimbabwe and Mozambique.	Mr. Squirrel Meredith, Beat the Drum Safaris Mr. Myles McCallum, Charlton McCallum Safaris
Kanyurira/Masok, Mbire RDC	60,000	Large community wildlife area in the district adjacent to Dande and Doma SAs. Includes part of elephant migration corridor between Zimbabwe and Mozambique and has viable wildlife populations supported by source populations in Dande SA.	Mr. Graham Hingeston, HHK Safaris
Karinyanga, Mbire RDC	32,500	Located in the key elephant migration corridor between Zimbabwe and Mozambique. The area has viable wildlife populations and supported by RDC for conservancy establishment.	Mr. Myles McCallum, Charlton McCallum Safaris
Mavhuradonha, Muzarabani RDC	60,000	Large area of almost intact wildlife habitat, including elephants, kudu, lions, etc. The Mavhuradonha Wilderness Area was proclaimed as conservation area in 1987, which would be conserved for the benefit of communities surrounding it. It was also declared a national monument under the National Museums and Monuments Act (Chap 25:11) in January 2017. Wildlife populations significantly decreased last years due to ineffective management of this wilderness and increased poaching. Threat of deforestation increased to due to intensive development of tobacco farming in surrounding wards.	Mr. George Seremwe, Manzou Safaris (Safari Hunting) and Small World - Ecotourism (MWA Ecocamp) Mr. James Varden, Varden Safaris (photographic, game viewing and horse riding tourism)
Total area, ha:	**334,500**		

Lessons learned from other projects in relation to selected project strategies

The project design is based on the multiple lessons learned from other programmes and project learned by GEF, UNDP, other international agencies and NGOs in Zimbabwe and abroad to make sure the project strategies can bring real change in the country. First of all, the project development process has been based on the lessons learned by GEF Independent Evaluation Office (IEO) on project design that are the key for the project success[75]:

- strong stakeholder participation in project design and/or implementation leads to ownership and a shared vision;
- flexible project design allows to implement effective adaptive management;
- project design should be well-aligned with existing needs, capacities, and norms;
- capacity building integrated in the project design increases sustainability of its results.

Based on the lessons above, design of this project was developed in strong cooperation with national and international stakeholders (more than 50 government and non-government organizations participated in consultations) involved in the process from the earliest stage of its formulation and integration of all available experience in the project Theory of Change, Outputs and Outcomes. Organizations experience of those has been used in the project development are listed in the Partnership subsection of the prodoc. Design of the project Outputs while based on the actual needs allows considerable flexibility for the PMU to select different options for their delivery based on current situation, support lessons learning and incorporating them in the project adaptive management.

By implementing Component 1 the project will have built in the necessary capacity and governance environment for confronting the poaching and IWT challenge at the national level. In the past, Zimbabwe has led the way in adopting liberal and far-sighted policies to guide its wildlife conservation and management efforts, as well as giving effect to these through innovative institutional reform and enlightened legislation. Under these policies and laws, wildlife has been viewed explicitly as an economic asset for generating a steady stream of benefits for the nation, private landowners and local communities.

Support of a national-level inter-agency WCTF and establishment of local WCTF in the project area is already recognized as one of the best-practice in tackling IWT in other countries of Africa, including successful experience of multi-agency units (MAU) in Tanzania, Uganda, and Kenya. It is founded on a resolution passed by 69th session of the UN General Assembly in 2015, calling for an end to 'illicit trafficking in wildlife' and encouraging countries to adopt effective measures to prevent and counter the serious problem of crimes such as illicit trafficking in wildlife and wildlife products, including flora and fauna and poaching. An example of WCTF can be found in the case of Uganda's inter-agency task force comprising the Police, Uganda Revenue Authority (URA), Uganda Wildlife Authority (UWA), INTERPOL, Civil Aviation Authority and the Chieftaincy of Military Intelligence, established in 2013 with the intention of enhancing prosecutions to secure better court outcomes in wildlife crime. The glaring gap in this task force is the apparent lack of representation by prosecutors or the judiciary. The task force has achieved several major milestones including (i) UWA staff becoming part of a Joint Security Team at Entebbe International Airport, (ii) URA establishing a specialized unit focusing on wildlife enforcement and (iii) Uganda participating in regional wildlife trade enforcement initiatives.

Other project strategies for Components 2 and 3 are based on the lessons learned by other UNDP/GEF, CAMPFIRE, AWF, ZS, Kariba REDD+, Tashinga Initiative, Oxfam, UAV&Drone Solutions and other NGO projects

[75] http://www.gefieo.org/ops/ops-5

implemented in the project area and other parts of Zimbabwe (see full list in the Partnerships subsection). They can be briefly summarized as following:

- Highly trained anti-poaching personal should not be transferred to implement other tasks (e.g. tourism) because it will significantly decrease effectiveness of capacity building exercises;
- Trainings for PA staff should be repetitive to keep sufficient management capacity in situation of staff rotation and outflow;
- Use of detection dog in the Lower Zambezi valley is problematic due to tse-tse flies;
- Use of drones for anti-poaching is effective only when strong and rapid on the ground response of ranger groups is possible;
- VHF radio and other communication means are the key for effective management and safety of patrol groups in the project area;
- PA management plans has to be based on the RBM concept and have clear mechanism for implementation with involvement of NGOs and donor organizations to support the process (e.g. agreement on joint MP implementation between PA and supporting NGOs).
- Conservancy model with increased community governance (e.g. via Community Trust) is an innovative form of CBWM and CBNRM that is likely to provide more benefits to the communities;
- Sound and transparent partnership of conservancies with experienced safari operators are very critical for sustainability of the conservancies and wildlife conservation;
- Biodiversity is more likely to be protected if it is perceived as a way to create jobs and provide income for neighbouring rural communities;
- Sufficient access to water is the most important driver of biodiversity and livelihood success in river basins (if we can't secure water resources to support biodiversity and livelihoods then we have a challenge);
- Climate smart development and restoration of degraded ecosystems as buffers from extreme climate events is a necessary solution in climate sensitive river basins;
- Building on existing community initiatives and traditions is important for project success;
- Participatory implementation of project interventions and monitoring is the key in building project ownership among stakeholders;
- For community investments to succeed, focus on those investments that will benefit everyone. This is a challenge with conservation or natural ecosystem restoration interventions, because in most cases not everyone sees the direct benefit. To counter the challenge, in some cases the project has had to use casual labour from the community to create the benefit incentive;
- If farmers are not investing their own money in a technology solution, then most likely there will be little or no ownership. In Buhera, under the Oxfam – UNDP/GEF project, farmers are contributing in cash towards dead level contours to address the soil erosion problem in the district which threatening not only their arable land but also river systems in the district;
- Biodiversity conservation tends to succeed in those areas where the human population density is low. Presumably in such areas agricultural based land use is less viable because of poor rainfall and/or marginal soils;
- A key lesson under the current UNDP-GEF project is that a good strategy will balance the interventions undertaken at the macro level and the meso- and micro-levels for lasting change to happen.

III. RESULTS AND PARTNERSHIPS

i. Expected Results

The project is designed to achieve following **Long-Term Impacts** (status of conservation targets)**:**

- Population of flagship species in the project area (elephants, lions, buffalo) are stable or increasing (baseline values: lions (2016) - 267[76];
- elephants (2014) - 11,656 (LC level: 9,398, UC level: 13,915), population density – 0.69 inds/km^2[77]; buffalo (2014) – 6,330 (LC level: 2,552, UC level: 10,107), population density – 0.37 inds/km^2[78];
- Area of woodlands in the project area is stable (baseline values of the woodland cover in the target PAs and Conservancies (2016) – 1,257,245 ha[79]);

The Long-Term Impacts will be achieved via achievement of following **Mid-Term Impacts** (threat reduction):

- Decreased Poaching and IWT (number of individuals of the flagship species killed annually in the project area): baseline values (2016): lions - 1; elephants - 38; buffalo - 6[80]. End of the project projection – lions - 0; elephants - 6; buffalo – 2.
- Decreased retaliatory killing of wildlife in the project area (individuals/year): baseline value (2016): lions - 2; elephants - 9; buffalo - 1; crocodile - 2; baboon - 10; hippo - 1[81]. End of the project projection – lions - 1; elephants - 3; buffalo - 0; crocodile - 1; baboon - 5; hippo – 0.
- Decreased deforestation rate in the project area (% and ha/year and tCO2eq emission avoided):

Baseline value – 0.054%/year (or 135 ha/year for six target Conservancies' area), and 0.014%/year (or 142 ha/ year for the PA estate in the project area[82])[83].

End of the project projection – 30% decrease both for target Conservancies and the PA estate (expected total tCO2eq emission avoided - 834,819[84]).

- Decreased annual area under uncontrolled veld fires (ha/year) in the project area:

Baseline value (2016) – 56,810 ha for six target Conservancies' area; and 181,873 ha for the PA estate in the project area.

End of the project projection: at least 30% decrease both for target Conservancies and the PA estate.

The Mid-Term Impacts are going to be achieved from following project **Outcomes**:

Outcome 1. Increased national capacity for IWT control, and integrated wildlife and woodland management,

[76] A. Loveridge, WildCRU, 2016. pers. comm. Estimates for total area of Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande SA, Dande communal land, and Hurungwe Muckwichi

[77] Dunham, K.M. Mackie, C.S. & Nyaguse, G. 2015. *Aerial Survey of Elephants and other Large Herbivores in the Zambezi Valley (Zimbabwe): 2014*. Great Elephant Census, Vulcan Inc., Seattle, WA, USA. 118 pp.

[78] Ibid

[79] Calculated based on data of Hansen, M. C., P. V. Potapov, R. Moore, M. Hancher, S. A. Turubanova, A. Tyukavina, D. Thau, S. V. Stehman, S. J. Goetz, T. R. Loveland, A. Kommareddy, A. Egorov, L. Chini, C. O. Justice, and J. R. G. Townshend. 2013. "High-Resolution Global Maps of 21st-Century Forest Cover Change." Science 342 (15 November): 850–53, forest cover layer for the project area 2000 (>=10% of tree canopy cover) minus areas where forest cover was lost in 2001-2016. Calculated for Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande SA, and Pfundundu, Mukwichi, Mbire North, Karinyanga, Kanyurira/Masoka, and Mavhuradonha proposed CAMPFIRE Wildlife Conservancies. To extract woodland cover, we used the FAO definition of forest as "land with tree crown cover (or equivalent stocking level) of more than 10 per cent and area of more than 0.5 hectares. The trees should be able to reach a minimum height of five metres at maturity in situ. They may consist of either closed forest formations or open forest formations with continuous vegetation cover in which tree crown cover exceeds 10 per cent".

[80] ZPWMA 2017. Station reports 2016. Data for total area of Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande SA, Dande communal land, and Hurungwe Muckwichi

[81] Ibid

[82]Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande SA

[83] The deforestation rate is calculated as average for 2000-2016 using data of Hansen et al. (2013) updated until 2016 http://earthenginepartners.appspot.com/science-2013-global-forest/download_v1.4.html

[84] See Annex R for details

as measured by:

- Extent to which legislative and institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems (IRRF 2.5.1) (updated and adopted Wildlife Policy and Park and Wildlife Act; updated in accordance with National Forest Policy (2017) forest and woodland management legislation; updated National Anti-Poaching and Law Enforcement Strategy: baseline value – documents do not exist; end of the project projection – developed and officially approved;
- Capacity of National Enforcement Agencies to control IWT and wildlife and woodland management (UNDP Capacity scorecard for ZPWMA, %): baseline value – 49%, end of the project projection – 70%;
- Annual results of IWT law enforcement at national level: baseline value: number seizures of wildlife products – 299[85]; number of arrested poachers and IW traders – 550; number of convictions of poachers and IW traders – 331[86], end of the project projection – law enforcement parameters increased by at least 30%;

Outcome 2. Improved capacity of PA network and CAMPFIRE Wildlife Conservancies to protect globally significant biodiversity of the mid-lower Zambezi region over a total area of 1,616,900 ha, as measured by:

- Total area under improved CBWM in the project area (established CWC with implemented Wildlife Adaptive Management plans), ha: baseline value – 0 ha, end of the project projection – at least 334,500 ha;
- Management capacity of selected PAs in the project area (METT score): baseline value: Mana Pools NP – 57; Charara SA – 43; Hurungwe SA – 40; Sapi SA – 41; Chewore SA – 48; Dande SA – 40; Doma SA – 39. End of the project projection: Mana Pools NP – 77; Charara SA – 63; Hurungwe SA – 60; Sapi SA – 61; Chewore SA – 68; Dande SA – 60; Doma SA – 59.
- Annual results of IWT law enforcement in the project area: baseline value (2016): intensity of patrolling – 17,601 inspector/days; number seizures of wildlife products – 85; number of arrested poachers and IW traders – 42; number of successful prosecutions of poachers and IW traders – 18[87]; end of the project projection – law enforcement parameters increased by at least 60%;

Outcome 3. Increased area under sustainable management and increased benefits for local communities from CBWM, SFM and SLM in established CWCs, as measured by:

- Total area under woodland restoration in the target CWCs (ha): baseline value – 0, end of the project projection – 6,000;
- Total area under sustainable woodland management in 6 target CWCs (ha): baseline – 0, end of the project – 245,597;
- Number of people directly benefitting from CBWM, SFM, and SLM in target CWCs (f/m) (IRRF Indicator 1.3.2a): baseline value – 3,438[88], end of the project projection – no less than 14,000;
- Average annual revenue from CBWM, SFM and SLM per target CWC ($US): baseline value (2016): Pfundundu – 0; Mukwichi – 0; Mbire North - 450,000; Karinyanga - 56,427; Kanyurira/Masoka – 77,083; Mavhuradonha - 19,000[89]. End of the project projection – CWC revenue increase by at least 20% for Mbire North, Kanyurira/Masoka and Mavhuradonha; at least 20,000 for Pfundundu and Mukwichi each.

[85] 76 elephant tusks, and 179 pieces of ivory; 36 live pangolins; 8 pangolin trophies (ZPWMA Annual Report 2016)
[86] ZPWMA 2016. ZPWMA Annual Report 2016
[87] ZPWMA 2017. Station reports 2016. Data for total area of Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande SA, Dande communal land, and Hurungwe Muckwichi
[88] Number of direct beneficiaries from safari hunting and sustainable agriculture and beekeeping practices in Hurungwe and Mbire Districts supported by the McCallum Safaris and Kariba REDD+ Project. Source of data: Kariba REDD+ Project Implementation and Monitoring Report 2014-2016; Myles McCallum, personal communication.
[89] Data of RDCs and McCallum Safaris (2016)

Outcome 4. Lessons learned by the project through participatory M&E and gender mainstreaming are used nationally and internationally, as measured by:

- Number of the lessons learned by the project that are used in other national and international projects, including policies: baseline value – 0, end of the project projection – at least 5.
- % of women among the project participants directly benefiting from the project activities: baseline value – 0%, end of the project projection – at least 40%.

To achieve the Outcomes above following Outputs (project products and services) need to be delivered:

Component 1. Strengthening capacity and governance frameworks for integrated wildlife and woodland management and wildlife/forest crime enforcement in Zimbabwe
Outcome 1. Increased national capacity for IWT control, and integrated wildlife and woodland management

Output 1.1. National policy and regulatory framework is reviewed, and updated in accordance with the new Zimbabwe Constitution and national development priorities including National Wildlife Policy, Parks and Wildlife Act, forest legislation in accordance with National Forest Policy (2017), and National Law Enforcement and Anti-Poaching Strategy

Zimbabwe has a **National Wildlife Policy,** which was finalised in 2000. The policy is seldom referred to by both Government, ZPWMA and stakeholders because (1) the document is outdated and no longer relevant as it does not reflect current issues and challenges facing wildlife management today; (2) the document was developed when ZimParks was not yet an Authority, but a Parks and Wildlife Conservation Fund under the Ministry of Environment, Water and Climate; and (3) several critical legislative and policy changes took place subsequent to the development of the Zimbabwe Policy for Wildlife (2000) which include but not limited to the following:

- Parks and Wildlife Act Amendment No.19 which brought in the Zimbabwe Parks and Wildlife Management Authority;
- The Wildlife Based Land Reform Policy;
- Rhino Policy and Management Framework;
- Conservation Strategy and Action Plan for Lion (*Panthera leo*) in Zimbabwe;
- Zimbabwe National Elephant Management Plan (2015-2020);
- The Indigenization Policy;
- The Environmental Management Act;
- Gazetting of new Statutory Instruments (SI) which include: SI 45 of 2014, which provides for value of raw ivory; SI 57 of 2012 which provides compensation values of wildlife; SI 56 of 2012, payment of hunting of animals;
- Updated National Forest Policy (2017).

Following key Issues currently affecting wildlife conservation in Zimbabwe should be incorporated in the updated Wildlife Policy:

- Wildlife habitat fragmentation and degradation due to human population growth and deforestation associated with unsustainable agriculture development and expansion of settlements;
- Increase in Poaching and Illegal Wildlife Trade and Trafficking;
- Climate change consequences and related habitat changes, especially in woodlands;
- Decrease of CAMPFIRE revenues for local communities and urgent need to improve CBWM;

- Suspension of the import of elephant trophies taken in Zimbabwe by the United States Fish and Wildlife Service (USFWS);
- Decrease of key elephant populations as was demonstrated by 2014 survey;
- Technological and other developments at the regional and international scales need to be included in the policy review;
- Wildlife Adaptive Management and other international best wildlife and habitat management practices need to be included to address contemporary issues facing the wildlife industry in Zimbabwe.

Simultaneously with the revision and update of the Wildlife Policy and the **Parks and Wildlife Act** of 1975 needs to be updated too as the main tool for practical implementation of the Policy. This was last revised in 2001, and from then a series of seven statutory instruments where development to fill any gaps. The last statutory Instrument, the **General Law Amendment Number 5/2011,** gives a penalty of 9 years maximum jail term for an offence involving any Specially Protected Animal, for example the pangolin and rhino. It is interesting to note that because of the policy of sustainable utilization the elephant and the lion are categorized as problem animals and are not specially protected by Zimbabwe`s domestic legislation. Thus, killing a python or roan antelope which are specially protected attracts a mandatory 9-year imprisonment without the option of a fine, yet killing an elephant or lion attracts a fine of $300 or 1 year imprisonment. The current **Statutory Instrument 76 of 1998 (Parks and Wildlife (Import and Export) (Wild Life) Regulations, 1998**) is the one that complies with IWT legislation and CITES but this needs to be updated to meet the current IWT legislation and global trends. This statutory instrument is no longer deterrent enough to curb poaching or illegal wildlife trade. Thus, Wildlife Policy and Parks and Wildlife Act are priorities for the GEF project to review and update.

Zimbabwe's National Forest Policy (2017) has been just updated and requires appropriate update of the national forest and woodland management legislation to decrease current extremely high level of deforestation in the country. The **Communal Land Forest Produce Act** [Chapter 19:04] provides a legal framework for the exploitation and protection of forest produce within communal lands in which 43 per cent of the nation's forests are located. The Act was enacted "to regulate the exploitation of and to protect forest produce within Communal Land; to regulate and encourage the establishment of plantations within Communal Land and to provide for matters connected with or incidental to the foregoing."[90] The Act represents a traditional approach that is not reflective of communal residents' aspirations but that focusses on the State's control of resources. It is also based on the concept of sovereign ownership of natural resources whereby the management of forests solely lies in the State, with communities having only user rights and not ownership rights. The Act provides almost no incentives to local communities for sustainable woodland management as it does not allow for the commercialization of natural resources. In addition, there are multiple institutions with overlapping mandates to manage communal forests. Traditional leaders' powers to control indiscriminate cutting down of trees and enforcement of customary law aimed at protecting forests in communal areas are being usurped by modernity and migrants from urban areas[91]. The Communal Land Forest Produce Act is one of the highest priorities for the project. It should be reviewed and updated to ensure sustainable woodland management in the project area and other parts of Zimbabwe.

Zimbabwe has currently developed a **Draft National Law Enforcement and Anti-Poaching Strategy** for the period 2017-2021. This strategic document was developed in pursuit of the SADC region initiative to combat the illegal killing and trade in wildlife and wildlife products through a Regional Law Enforcement and Anti-Poaching Strategy. Zimbabwe as a range State and is a source and transit point for illegal wildlife trade. As a result, a Wildlife Crime Prevention National Force is under development to work alongside ZIMPARKS.

[90] Ministry of Environment, Water and Climate. 2017. National Forest Policy. Final Draft
[91] Ibid

The main objectives of the five-year Strategy are to:

a) Enhance Legislation and Judicial Processes;
b) To minimize wildlife crime and illegal trade;
c) To integrate people and nature into sustainable wildlife conservation for national development;
d) To ensure sustained trade in, and use of natural resources; and
e) Improve and strengthen field level protection of wildlife resources.

Adoption and implementation of the National Law Enforcement and Anti-Poaching Strategy is critical to improve IWT control in Zimbabwe. Thus, the project will work on the brief review and update of the Strategy draft to finalize it, discuss with stakeholders and facilitate government approval.

All four documents – updated National Wildlife Strategy, updated Parks and Wildlife Act, updated Communal Land Forest Produce Act, and finalized National Law Enforcement and Anti-Poaching Strategy – will be developed by the project in fully open and participatory process with involvement of all interested stakeholders under leadership of Zimbabwe's Parliamentarian Conservation Caucus (ZPCC) and support of UNDP CO Parliament Support Programme. For revision and development of the documents, the project will use recommendations of the *Review of Legislation and Policies Affecting Natural Resource Management with Particular Reference to Local Management of Natural Resources* developed by the EU Natural Resources Management Programme Formulation for 11th EDF (2016). The final documents will be submitted to the Government of Zimbabwe for official approval that will be facilitated by ZPCC.

Two other legislation documents indicated by stakeholders as relevant to the project, but having lower priority – Rural District Council Act and Environmental Management Act – will be reviewed in the framework of the *Natural Resources Management programme of the 11th European Development Fund (EDF) National Indicative Programme* (partner programme for the UNDP project).

Key partners for delivery of Output 1.1: ZPWMA (RP), MEWC, EMA, FC, MMMD, Ministry of Justice, Legal and Parliamentary Affairs, EU Commission, ZPCC, AWF, ZELA, and ICCF
Budget: GEF - $400,000.

Output 1.2. Two Multi-Agency Wildlife Crime Units are established and functional to ensure strong inter-agency collaboration to fight IWT and forest crimes.

Multi-Agency Units and Task Forces for anti-poaching and control of wildlife trafficking proved to be very effective in different countries of Africa, e.g. in Tanzania, Kenya, and Uganda. In Zimbabwe, similar collaboration between private anti-poaching operators, the PWMA, and ZRP's Minerals and Border Control Unit (under which wildlife crime falls) had some impressive successes in recent years. A large part of this has been a direct result of a proactive intelligence-based programme, using people within or associated with the poaching gangs to provide information on their activities. Currently these informants are largely run by a small number of private anti-poaching units, one of which was responsible for providing intelligence that led to the arrest and / or disruption of seven specialized rhino poaching gangs in 2016 alone. Much of the intelligence gathered is currently used for protection of key species such as rhino in specific locations yet it has national and regional significance as the gangs and facilitators being tracked operate widely and across borders. The project will increase effectiveness of this collaboration via establishment of a special **Multi-Agency Wildlife Crime Intelligence Unit** with a task to collect and manage intelligence information for elimination of national and international poaching gangs targeting rhinos, elephants, pangolins and other species involved in IWT in

Zimbabwe. The Unit will be formed with at least 6 government officers made up from ZPWMA, ZRP's Minerals and Border Control Unit and Zimbabwe Revenue Authority (ZIMRA) together with a private sector partner who has experience and proven success in this field of intelligence. The team may share common office space for direct real-time communication and fast operational response to detected and planned wildlife crimes, targeting all levels of criminal IWT chains – from kingpins, to middlemen and poachers. Given the fact that some government officials have previously been convicted of wildlife crimes, the reporting channels of the Unit has to be very direct and largely on a need to know basis to prevent compromising the operations. The Unit will establish and support a network of local informers in communities and private safari operating companies in the Lower Zambezi Valley and other hot poaching sites of the country, and will regularly gather and analyze information on planned and happened wildlife crimes, including illegal trafficking of wildlife products outside the country (the information about informers will be kept as strictly confidential in accordance with Police Act, Chapter 11:10). The project will support the Unit conceptualization, development of Terms of Reference and Standard Operating Procedures, facilitation of the Unit official establishment and staffing, equipment (including a vehicle), establishment and support of informer network and partial expenses for the Unit operational costs for first 5 years of functioning (mainly for activities in the Lower Zambezi Valley). Further support for the Unit will be provided from participation agencies' budgets (ZPWMA, ZPR, and ZIMRA) and donors (AWF and US Embassy).

Another **Multi-Agency Rapid Response Unit** will be established in the Lower Zambezi Valley to provide adequate operational response to the intelligence information on planned and happened wildlife crimes from the Multi-Agency Wildlife Crime Intelligence Unit, local informer network, and UAV patrolling. The necessity of the Unit was mentioned in the National Elephant Management Plan (2015-2020), but it has never been established. The Unit will consist from at least 10 officers from local offices of ZPWMA, ZPR, ZIMRA, and EMA and can be strengthened with border guards (Ministry of Defense) for special sting operations. The Unit will be led by ZPWMA and institutionalized by inter-agency agreements between ZPWMA, ZPR, ZIMRA, and EMA, Terms of Reference and Standard Operating procedures developed in the framework of the GEF project. The key objective of the Unit will be organization of special sting operations against national and international poacher gangs in the Lower Zambezi Valley PA estate, communal lands and towns of Karoi, Chirundu, Kariba, and Gokwe; prevention of wildlife product trafficking between Zimbabwe, Zambia, and Mozambique; and rapid response on wildlife poisoning cases. The group will be supported by the GEF project with two 4WD vehicle (one based at ZPWMA, another at EMA), necessary field equipment, and partial operational expenses. Salaries and other operational expenses of the Unit will be supported by ZPWMA, ZPR, and ZIMRA, and also by non-governmental donors (AWF, ZS, and Safari Operators). All members of the Unit have to receive *Advanced anti-poaching tactic and arrest training for Rapid Response Units* (e.g. 21-day long course provided by the Aggressive Specialist Tracking Training or other law enforcement training organization) that will be supported by the GEF project under Output 2.2.

Key partners for delivery of Output 1.2: ZPWMA (RP), ZRP Minerals and Border Control Unit, ZIMRA, EMA, Tashinga Initiative, AWF, ZS, Aggressive Specialist Tracking Training, Interpol
Budget: GEF - $750,231

Output 1.3. Key law enforcement agencies (ZPWMA, ZRP Minerals and Border Control Unit, FC, ZIMRA, EMA, investigators, judiciary, and prosecutors) are provided with necessary trainings and tools to fight IWT and forest crime

As it was indicated by the PPG capacity assessment, current capacity of Zimbabwe to tackle wildlife and forest crime is insufficient for effective control of poaching and IWT and national and district levels. Thus, the current capacity of ZPWMA to manage wildlife and fight wildlife crime was evaluated as 49% of maximal possible score

(see Annex P. UNDP Capacity Scorecard for ZPWMA). Wildlife and Forestry Crime Analytic Toolkit of the International Consortium on Combating Wildlife Crime (ICCWC) Indicator Framework assessment (see Annex Q) clearly demonstrated capacity gaps in adequate investigation, intelligence, and prosecution of wildlife and forest crime in the country. For example, in Zambezi Valley, both the prosecution success rate and the nature of the penalties applied are still insufficient to adequately deter offenders, especially repeat offenders[92]. This problem can in part be attributed to lack of awareness on the part of police prosecutors and the judiciary of the serious impact that poaching is having on Zambezi Valley's wildlife populations, including on high-value species such as elephants. As a result, these crimes are often dismissed entirely, or only minor penalties are applied. The fact that wildlife poaching in the Zambezi Valley is a relatively low risk crime represents a major vulnerability to the PA's law enforcement efforts[93]. Obvious gaps in capacity of judiciary, prosecutors and judges to deal with wildlife and forest crime cases in Zimbabwe were detected by the Zimbabwe's Action Plan & Implementation Road Map – Strengthening Criminal Justice Systems to Combat Wildlife Crime[94].

To eliminate this obvious capacity gap the project will provide relevant and repetitive trainings to the key law enforcement organizations – members of the National Wildlife Crime Task Force (ZPWMA, ZRP-Mineral Division, ZIMRA, Forestry Commission, investigators, judiciary, and prosecutors, and RDC NRM staff) – with key focus on three project Districts (Hurungwe, Mbire, and Muzarabani) and national agency offices in Harare (trainings for general PA staff in the project area will be provided under Output 2.2). The trainings will be generally provided in the points of law enforcement officers' location by the teams of trainers to reduce accommodation and travel costs. Following indicative list of trainings can be delivered in the project framework (the list can be changed by the PMU in framework of Adaptive Management to adopt to changing situation and needs in the country and project area):

- *Leadership, Management, Strategy and Tactics in Wildlife and Forest Crime control for top and middle level officers and managers (*e.g. built on the leadership training provided to ZAVARU by AWF and ASTT in 2016)*;*
- *Standard Operating Procedures for Crime scene investigation and evidence gathering* (e.g. based on the training programmes of ASTT and THT);
- *Wildlife and Forest Crime Intelligence Techniques and Tools* (e.g. based on the relevant ASTT training programmes);
- *Wildlife Poisoning Prevention and Investigation for ZPWMA and EMA* (e.g. based on Dr. C. Foggin's course, or training programme of the Wildlife Poisoning Prevention & Conflict Resolution);
- *CITES theoretical and practical course, including specimen identification and CITES permits (for ZIMRA);*
- *Wildlife DNA Forensics (sample collection and preparation for analysis)* (e.g. with involvement of National Biotechnology Authority (NBA) and Dr. C. Foggin);
- *SMART technology use training for ZPWMA managers to monitor wildlife and forest crime* (will be provided under Output 1.4) (e.g. built on starting SMART initiative by Tashinga Initiative and AWF);
- *Special Training for Investigators of wildlife and forest crimes* (e.g. based on training programmes of ICCF, THT, AWF and Biotechnology Trust of Zimbabwe)*;*
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- *Special Training for Prosecutors on wildlife and forest crimes* (e.g. based on training programmes of ICCF, THT, and AWF)*;*

[92] Zambezi Valley Law Enforcement Plan. June 2017.
[93] Zambezi Valley Law Enforcement Plan. June 2017.
[94] Developed during the July 2016 Southern Africa Regional Judiciary and Prosecutorial Workshop on Wildlife Criminal Justice in Lusaka, Zambia, with support from The ICCF Group and Space for Giants

- *Special Training for Judiciary on wildlife and forest* (e.g. based on training programmes of ICCF, THT, and AWF)*;*
- *Adaptive Wildlife Management Course for ZPWMA* (can be provided by many AWM practitioners and specialists);
- *Restoration and sustainable management of miombo woodlands for FC and ZPWMA; and*
- *Management of confiscated wildlife product course for ZPWMA*
- *Collaboration with the project on capacity building and support for IWT control agencies to achieve Outcome 1 (Output 1.3).*

The project will invest in special manuals for the law enforcement agencies to provide them with necessary guidance on wildlife and forest crime legislation, standard operation procedures, investigation techniques, identification of wildlife specimens, etc. The manuals will be distributed among law enforcement officers during trainings and sent by mail to the target district offices and posts. Overall, the project is going to target 150-200 of law enforcement agents, investigators, prosecutors and judiciary in the country under this Output.

Key partners for delivery of Output 1.3: ZPWMA (RP), ZRP Minerals and Border Control Unit, ZIMRA, EMA, Judiciary, Prosecutors, National Biotechnology Authority (NBA), UNODC, Interpol, ICCF, AWF, ZS, ZELA, Aggressive Specialist Tracking Training (ASTT)
Budget: GEF - $300,000

Output 1.4. Nationwide system for monitoring wildlife and forest crimes is developed and implemented

After discussions with governmental and non-governmental stakeholders, the PPG team indicated that one of the most relevant solutions for nationwide wildlife and forest crime monitoring system in Zimbabwe would be the **Spatial Monitoring and Reporting Tool Approach** (**SMART**; smartconservationtools.org). SMART is designed for use by all wildlife management levels – from rangers in the field to senior government staff. It allows to collect, store, communicate, and analyze data on illegal activities, wildlife, and patrol routes collected by rangers and local communities to understand where efforts should focus and evaluate law enforcement performance. At the same time, SMART is simple to deploy and use and it does not require significant financial resources for operation and management. Currently 10 countries of the world implement SMART for National Protected Area Systems. SMART can be integrated with CITES MIKE system. SMART has been used in Chewore SA (MIKE site) over last decade, but only recently started to be used by Mana Pools NP in the project area under leadership of the Tashinga Initiative and AWF, and also in Hwange NP under support of WWF.

The project will build on and extend existing initiatives to introduce SMART into wildlife and forest crime enforcement practice started by the Tashinga Initiative, AWF and WWF, and will support establishment of the National SMART Management Center at the ZPWMA HQ in Harare: 2-4 specialists, computer equipment, and technical support. It will also support the introduction of SMART in the PA estate in the Lower Zambezi valley (Mana Pools NP, Sapi, Chewore, Charara, Hurungwe, Dande, Doma SAs): 4 specialists, computer equipment, technical support, 60 SMART cyber-trackers for rangers and community scouts, including MAUs established under Output 1.2. The project will train ZPWMA management staff (6-8 top inspectors) and at least 30 PA rangers and 30 community scouts in the project area to use SMART technology and will provide technical support for the technology integration in the ZPWMA operational procedures during the project lifetime. Also the project will formulate official National SMART Development Plan (5 years) for introduction of SMART technology in other PA, Conservancies, and CAMPFIRE Wildlife Areas in the country. The plan will be officially approved by ZPWMA and implemented by the National SMART Management Center with support from the Government and non-governmental donors. SMART technology use will be incorporated in the Standard Operating Procedures for all PAs in the country.

Key partners for delivery of Output 1.4: ZPWMA (RP), CAMPFIRE Association, Tashinga Initiative, AWF, ZS, WWF, Panthera
Budget: GEF - $300,000

Output 1.5. International treaties between Zimbabwe, Zambia, Mozambique on protection of ZIMOZA and Lower Zambezi - Mana Pools Trans-Frontier Conservation Areas (TFCAs) are developed, submitted to the countries' governments and supported for implementation

The project area encompasses considerable and biologically diverse parts of two Trans-Frontier Conservation areas identified by the Southern African Development Community (SADC) – Lower Zambezi – Mana Pools and ZIMOZA TFCAs covering a total area of 47,660 km² between Zimbabwe, Zambia, and Mozambique. Draft MOUs on the TFCA were developed in 2013-2015, but never signed by the countries. To support international efforts for conservation and sustainable development of the Lower Zambezi valley transboundary landscape, ensure habitat connectivity and uninterrupted wildlife migration corridors as critical issue in adaptation to climate change, facilitate tourism development, and enhance transboundary cooperation of Zimbabwe, Zambia, and Mozambique in suppression of IWT, the GEF project will support official establishment and joint management of both TFCAs based on the experience of KAZA established with support of the Peace Park Foundation. The following activities will be supported:

- Reviewing MOUs for Lower Zambezi-Mana Pools and ZIMOZA TFCAs and facilitation of their discussion and signing by Governments of the countries via international meetings and consultations;
- Drafting a Treaty(s) between Governments of Zimbabwe and Zambia on official establishment of the TFCAs using examples of KAZA TFCA Treaty (signed in 2011) and facilitation of the process of the Treaty approval and signing by the countries via international meetings and consultations;
- Development Terms of References for organizational and operational arrangements for joint Lower Zambezi-Mana Pools and ZIMOZA TFCAs: TFCA Secretariat (coordinated management of the TFCAs); Ministerial Committee made up of Ministers responsible for environment, wildlife, tourism and natural resources in the partner countries; Technical Committee; relevant Working Groups; and National Steering Committees using working examples of KAZA TFCA;
- Support of the TFCA Secretariat (suggested for placement in Zimbabwe) initial activities to start the process of transboundary planning and management between the countries;
- Development and facilitation of official approval of a 5-10 year Integrated Development Plan for joint Lower Zambezi-Mana Pools and ZIMOZA TFCA based on the Results-Based Management concept using KAZA TFCA lessons; and
- Initial support of implementation of the Integrated Development Plan (Zimbabwe part) with building of partnerships with governmental and international donors to support the TFCA (with participation of SADC) and operational meetings of the TFCA Ministerial and Technical Committees and Working Groups on wildlife management, tourism development and climate change issue.

After the end of the GEF project the TFCA Secretariat and implementation of the Integrated Development Plan will be supported via partnership agreements with donors and governments developed in the project frameworks. Also, one of the key tasks of the Secretariat will be involvement of donors and investors in the management and sustainable development of the TFCAs.

Key partners for delivery of Output 1.5: ZPWMA (RP), MEWC, ZPCC, Peace Park Foundation, AWF, ZS, Tashinga Initiative, EU Commission, SADC, Governments of Zambia and Mozambique
Budget: GEF-$400,000

Output 1.6. Project area awareness campaign targeting IWT, deforestation, and climate adaptation/mitigation issues is developed and implemented

The project will design and implement targeted outreach campaign for adult and children in Hurungwe, Mbire and Muzarabani Districts based on the experience of successful awareness campaigns in the country conducted by NGOs (Rifa Conservation Education Camp, Environment Africa, Green Zambezi Alliance, Peza Trust, AWF, WWF, Oxfam, etc.). The campaign will have a general plan for 5 years and detailed plans for yearly and monthly activities. For this Output, UNDP Micro-Capital Grants supported by National GEF SGP will serve as a grant delivery mechanism and provide grants to Civil Society Organizations for the campaign activities that include the following (can be updated by the PMU after detailed planning):

- Support of environmental clubs, education camps, school forestries and Climate Smart Gardens for schoolchildren living in the target conservancies and adjacent areas to PA estate;
- Organization of Wildlife Festivals for target communities (e.g. Elephant or Lion Festivals) with active involvement of adults and kids;
- Organization of community and Parks joint sport events (e.g. football games between Park rangers and community scouts, shooting and specialized ranger competitions, etc.) to build trust, friendship and collaboration for conservation;
- Publication of brochures and booklets for local communities on criminal and administrative responsibilities and penalties for poaching, wildlife trafficking, illegal logging and mining;
- Publications of best practices and success stories on CBWM, Sustainable Land Management, Climate Smart Agriculture and Sustainable Forest Use;
- Involvement of traditional leaders and chiefs in outreach programmes for local communities on sustainable wildlife and forest use;
- Regular publication in local newspapers news on the project progress and activities;
- Radio and TV translation of interviews with environmental and conservation leaders;
- Exchange visits to successful community conservancies in other areas to pick up best experience for community-based projects in the Lower Zambezi Valley;
- Targeted environmental education programme for government officials of RDCs in the project area;
- Focus groups for adults with clear and simple explanations of climate change, deforestation and wildlife degradation consequences by leading experts; and
- Integrated theatre groups in communicating conservation information around local communities.

Law enforcement, government officials and private sector representatives should be involved in dialogue with local communities as much as possible to build strong trust and collaboration between different actors in conservation and sustainable development of the area.

Key partners for delivery of Output 1.6: UNDP (RP) with support of national GEF SGP mechanism**,** RDCs, target Conservancies, Rifa Conservation Education Camp, Kariba REDD+ Project, Environment Africa, Green Zambezi Alliance, Peza Trust, AWF, WWF, Oxfam
Budget: GEF - $250,000

Component 2. Strengthening Zimbabwe's PA estate and CAMPFIRE Wildlife Conservancies in areas of global BD significance [site level]
Outcome 2. Improved capacity of PA network and CAMPFIRE Wildlife Conservancies to protect globally significant biodiversity of the mid-lower Zambezi region over a total area of 1,616,900 ha

Output 2.1. Updated Management Plans are developed and implemented for UNESCO Mana Pools WNH site

(Mana Pools National Park, Sapi, and Chewore SAs) and surrounding PA complex of Charara, Hurungwe, Dande, Doma Safari Areas, including enhanced anti-poaching, woodland, HWC and veld fire management

The GEF project will significantly invest in building capacity of large PA complex in the Lower Zambezi valley (Mana Pools National Park, and Chewore, Charara, Hurungwe, Dande, Doma Safari Areas) covering 1,282,400 ha of intact woodlands, wetlands and wildlife habitat and surrounding communities (Community Wildlife Conservancies) to protect biodiversity and sustainably manage wildlife and woodland resources using climate-smart approach. This large area is designated as a World Heritage Site, Biosphere Reserve and Ramsar site and it represents a source habitat for many populations of wildlife species, including elephant and lions. It also has great potential for restoration of rhino in the Lower Zambezi Valley. The unique PA complex is the key element of sustainable livelihood of surrounding communities based on wildlife management and use of other natural resources (woodlands, firewood, pastures and water). Currently the area has low management capacity (average METT score for 7 PAs is 44 only) due to limited financial resources, insufficient staff number and quality and lack of clear long-term management guidance. Due to that reasons, the PA complex is under increasing threat of poaching, deforestation, illegal encroachment of settlements and uncontrolled veld fires.

Currently only Mana Pools NP has a management plan (MP) that has never been finalized, approved by ZPWMA and really implemented. No other PAs have ever had MPs despite intensive use for trophy hunting. Thus, the project will develop MPs for the World Nature Heritage Site (Mana Pools National Park, Sapi, and Chewore SAs) and adjacent Safari Areas (as an Adaptive Management option – one MP for the entire PA complex in the Lower Zambezi Valley can be developed). For the MP, development and implementation following principles will used:

- A MP has to be based on the Result-Based Management concept with clear identification of the plan Goal (desired and achievable status of Conservation Targets – endangered wildlife populations and area of key ecosystems) and Objectives (aimed to reduction of direct threats for the Conservation Targets) and clear links between the plan expected results of different level: Outputs (products and services of the MP implementing team), Outcomes (increased capacity of PA management), Mid-Term Impacts (reduction of direct threats for PA's biodiversity) and Long-Term Impacts (improvement of status of key wildlife species and ecosystems). Results at all levels should be measurable and need to have clear Indicators. For each MP, a clear Theory of Change should be developed and clarified with key stakeholders based on existing approaches of IUCN First Line of Defense, or WWF's Open Standards for Conservation Planning, or UNDP's Management for Development Results, or other models based on the RBM;
- A MP should be based on detailed ecosystem and habitat map for the entire area of the Lower Zambezi Valley (interpretation of Landsat 7 and 8 imageries) and projections of changes in ecosystems and habitat in result of climate change (e.g. MaxEnt modeling based on Global Climate Models) (will be implemented under Output 3.1);
- A MP has to be designed for no more than 10 year period and include budgeted M&E plan to allow lessons learning and Adaptive Management;
- All SAs must have a Wildlife Adaptive Management section in the MPs supported by population growth models for key species, wildlife monitoring plan, and harvesting options based on the Optimum Sustained Yield model;
- A MP must have clear Operational Plan (2-3 years) with timelines to deliver Outputs, responsible persons, required budgets and indicated sources of the budgets;
- A MP has to be in agreement with ZPWMA plans and aligned to other relevant strategies such as the NBSAP and programme goals for the TFCA and has to be officially approved by the agency;
- A MP has to be developed in fully participatory approach and involve all key stakeholders in the planning process, including surrounding communities;

- A MP has to have clear mechanism for implementation with involvement of NGOs, donor organizations, private sector, and communities to facilitate and control the process of MP implementation (e.g. agreement on joint MP implementation between PA, supporting NGOs, Safari Operators, and communities). See Annex A: Multi-year Workplan for the full list of activities for this Output.

The produced PA management plans will be used as the key guiding documents to support target PAs on anti-poaching, climate-smart ecosystem management, and HWC management, including trainings, equipment, and basic infrastructure. While detailed needs of the PAs will be identified during management planning process following **urgent priorities** indicated by the PA capacity assessment will be supported by the project to improve management capacity of the PA staff listed below. All other needs identified by the MPs will be covered by funding sources identified in the plans via partnerships of PAs with NGOs, Safari Operators and other donors.

Comprehensive and repetitive trainings for PA managers and rangers (can be updated by the PMU in framework of the project adaptive management):

- Planning, Organizing, Leading, Command and Control Course for PA commanders (at least 10 leading managers and rangers need to be trained during 2 training sessions in 2018-2024);
- Advanced anti-poaching tactic and arrest training for Rapid Response Units of the PAs and Multi-Agency Rapid Response Unit (established under Output 1.2): e.g. 21-day long course provided by Aggressive Specialist Tracking Training (at least 32 rangers need to be trained during 3 training sessions in 2018-2024). **Highly trained anti-poaching personal should not be transferred to implement other tasks in the PAs (e.g. tourism)**;
- Basic anti-poaching training (at least 50 rangers have to be trained during 3 training sessions in 2018-2024);
- Off road driving training for PA rangers (at least 16 ranger-drivers have to be trained during 6 training sessions in 2018-2024);
- Boat driving training for river patrol teams: 7-day long intensive tactical, antipoaching coxswain skills (at least 4 rangers have to be trained during 6 training sessions in 2018-2024);
- SMART technology use training for PA rangers (at least 30 rangers have to be trained during 8 training sessions in 2018-2024) (will be completed under Output 1.4);
- Training on Standard Operating Procedures for Crime scene investigation and evidence gathering (at least 8 ranger-investigators during 4 training sessions in 2018-2024);
- UAV and Drone use for anti-poaching and HWC management (at least 5 rangers have to be trained during 12 months of initial drone anti-poaching operations, e.g. by UAV&Drone Solutions);
- Special HWC Management and Mitigation Training (at least 20 rangers have to be trained during 2 sessions in 2018-2024);
- First Aid in the field training (at least 50 rangers have to be trained during 2 sessions in 2018-2024);
- Wildlife poisoning and disease investigation training (at least 5 rangers have to be trained during 2 sessions in 2018-2024);
- Environmental Impact Assessments and Mitigation training to monitor impact of illegal mining, deforestation, illegal settlement encroachment and poaching (at least 5 rangers have to be trained during 2 sessions in 2018-2024);
- Invasive species monitoring and management (at least 5 rangers have to be trained during 2 sessions in 2018-2024);
- Vegetation cover dynamic and carbon sequestration assessment (at least 2 rangers have to be trained during 2 sessions in 2018-2024);

- Wildlife monitoring training, including camera-trapping (at least 5 rangers have to be trained during 2 sessions in 2018-2024); and
- Veld Fire management course (at least 50 rangers have to be trained during 3 sessions in 2018-2024);

Equipment and infrastructure critical for proper protection and management of the PA complex (can be updated by the PMU in framework of the project adaptive management):

- Four Toyota Pickup 79 for PA Rapid Response Groups;
- Two Isuzu NPS 300 double cab trucks for deployment of several Patrol Units all at the same time, support of remote ranger stations and moving heavy equipment, machinery and construction materials;
- Three John Deere tractors for veld fire management and road repair;
- One boat and trailer for river patrols;
- VHF radio equipment for all 7 PAs, including repeaters, will provide critical communication network to support anti-poaching and management in the entire landscape;
- Drones and UAV management station for anti-poaching surveillance and HWC management operations;
- Gasoline generators and emergency water pumps for ranger posts and fire management;
- Two Iridium satellite phones for use by PA Rapid Response Units;
- 10 SPOT satellite trackers for patrol groups for real-time control and safety of rangers during patrolling;
- 30 SMART cyber-trackers for patrol groups (will be provided under Output 1.4);
- Field equipment for rangers (uniform, boots, night vision scopes, GPS, tents, camping gear, rain coats, chest webbings, digital camera, etc.).
- Computers and printers to run SMART and GIS (will be provided under Output 1.4);
- Three fully equipped picket posts will be constructed in key entrance points of the PA complex in Kazangarire in the Mupata Gorge (Chewore North), Pfumbe (Chewore North), and in south-eastern Mana Pools to prevent poaching interventions.

The project will also provide initial support to the ranger anti-poaching operations and management activities in the form of daily ration packs for the first 12 months of the MPs implementation and facilitate community based production of daily ration packs for rangers under Output 3.2

Key partners for delivery of Output 2.1: ZPWMA (RP), EMA, Forestry Commission, CAMPFIRE, AWF, ZS, Tashinga Initiative, Ian Games (Independent Mapping and Planning Expert), UAV&Drone Solution, Local Communities, Safari Operators, ICCF.
Budget: GEF - $1,744,598; UNDP - $200,000

Output 2.2. CAMPFIRE Wildlife Conservancies (CWCs) with total area of 334,500 ha are officially established, have functional governance structure and CWC Management Plans, and trained in CBWM, SFM, HWC, and fire management

Under this Output, the project will support establishment, governance structure, management and capacity of six selected CAMPFIRE Wildlife Conservancies (Pfundundu and Mukwichi in Hurungwe District; Mbire North, Kanyurira/Masoka and Karinyanga in Mbire District; and Mavhuradonha in Muzarabani District) with total area of 334,500 ha. These areas were selected as target conservancies for the project based on the following criteria:

- The area has viable wildlife populations or high quality habitat for wildlife (located in important wildlife concentration site or in wildlife seasonal migration corridor) where wildlife can be relatively quickly restored;
- The area is adjacent to PA complex in the Lower Zambezi valley and serve as a buffer zone between PA and agriculture/settlement area;
- The area has committed communities highly interested in sustainable wildlife management and benefits from it;
- The area has well established safari operators that can support CBWM, including wildlife monitoring and marketing, and promote financial sustainability of the conservancies.

CAMPFIRE Wildlife Conservancy (CWC) *is a CAMPFIRE communal wildlife area or PA managed with high level of community involvement for intensive restoration of wildlife and habitat to increase populations and quality of wildlife and provide sufficient and sustainable profits to communities and safari operators via safari hunting, photographic tourism, ecotourism and other forms of sustainable use of natural resources, including sustainable woodland management*. CWC is established for a long-term period (no less than 20 years) via establishment of a Community Trust, Community Association, or RDC-Community Trust and entering into a long-term contract (no less than 20 years) with a private investor (Safari or Tourism Operator) on CWC development, wildlife and habitat restoration, and sustainable use of wildlife and other natural resources for mutual benefits. CWC is designed to increase community involvement and share of benefits from wildlife and other woodland resources as an improvement of the current CAMPFIRE wildlife management model. So, the local people will be not just recipients of benefits from safari hunting but will be actively involved in the wildlife and woodland management. Thus, the CWC model will address two challenges faced by CAMFIRE Programme: (i) great reliance on consumptive trophy hunting and less focus on other uses and non-consumptive uses of natural resources, and (ii) low re-investment in development, fixed assets, human capital, and management and protection of wildlife in CAMPFIRE areas.

The project will support development of necessary legal documents, such as Deeds of Trust, Lease Agreements, Joint Venture/Shareholding Agreements, and Environmental Impact Assessments, for establishment of six target CWCs and will facilitate the document discussion and approval by RDC, ZPWMA, via their parent Ministries and other relevant arms of government e.g. Department of Physical Planning, Surveyor General, Environmental Management Agency etc. The project will support development of CWC governance structure; ToRs for CWC management staff; management guidelines and Standard Operating Procedures for CWC managers and scouts; capacity audits and skills gap analysis and training, and mechanisms of benefit sharing among community members. Also, the project will facilitate the development of long-term agreements (at least 20 years) between CWC, RDC, Safari Operator, ZPWMA, FC, and EMA on sustainable wildlife and forest management and cooperation in anti-poaching, prevention of deforestation and fire control. Each Conservancy's boundaries must be included in the District Land Plans. Each Conservancy will have a Conservancy Manager selected by Community Trust to run the management along with Safari Operators.

A CWC Business Plan (BP) will be developed for each target CWC in strong agreement with the Management Plans for PA complex in the Lower Zambezi valley and using same key principles (see Output 2.1 for details). Each plan should have clearly articulated the Theory of Change and discussed it with communities (e.g. developed using IUCN FLOD approach) to provide explanation of and pathways to Outcomes and Impacts a CWC has to achieve, including wildlife populations, area of habitat, and expected revenue and other benefits for local communities. The BPs has to identify key investment needs of Conservancies, clear budget and timelines for investments and revenues. The CWC BPs has to be agreed and approved by Safari Operators, RDCs, and ZPWMA.

While the key needs for CWC development and sustainable management will be identified during management planning process, following urgent needs was figured out by PPG process that can be partly fulfilled right after official establishment of the CWCs:

Trainings for CWC managers and scouts:

- Training for Conservancy Managers developed based on the experience of wildlife Conservancies in Namibia and Kenya (6 managers need to be trained). The managers will be mentoring by the CAMPFIRE Association during the project lifetime.
- Anti-poaching, HWC management, and fire management trainings for CWC scouts, including women scouts (at least 10 scouts in each CWC have to receive full training course (2 weeks) in 2018-2024 and annual refresher trainings);
- SMART technology and Management Orientated Monitoring Systems (MOMS) use training for CWC scouts for poaching and wildlife monitoring (at least 10 scouts in each CWC have to be trained during 8 training sessions in 2018-2024) (will be completed under Output 1.4);

Equipment, infrastructure and operational support for 6 CWCs:

Each of 6 target Conservancies has very different needs that are summarized in the Total Budget and Workplan section of the project document. In summary, the project will provide the following support to the Conservancies, established as Community Trusts:

- Toyota Pickups for anti-poaching, wildlife monitoring and HWC and fire management;
- Tractors for fire management and road improvement;
- Motorcycles for anti-poaching, wildlife monitoring and HWC and fire management;
- VHF hand-held, basic and vehicle-mounted radios and a repeater for scouts for anti-poaching, wildlife monitoring and HWC and fire management;
- 30 SMART cyber-trackers for patrol groups (will be provided under Output 1.4);
- Field equipment for at least 60 scouts (uniform, boots, night vision scopes, GPS, tents, camping gear, rain coats, chest webbings, digital camera, etc.);
- HWC prevention measures in each CWC including a combination of home grown non-lethal elephant conflict mitigation methods involving gum pole barriers, chili guns, and an improved alert system comprising reflectors and cow bells;
- Providing water-holes and micro-dams for wildlife (at least 3 for each CWC, including rehabilitation);
- Support for translocation of wildlife from private conservancies to one of the target Conservancy to refill depleted source populations; and
- Initial funding for anti-poaching funding in one of the Conservancies.

Operating costs for CWCs management and protection are going to be supported by the Community Trust themselves, Safari Operators, CAMPFIRE Association, NGOs and other donors in the frameworks of agreements of CWCs and key partners. The project investment, in addition to investment by Safari Operators and the CAMPFIRE Association, is expected to increase community income from wildlife and other forms of natural resources management (will be developed under Outcome 3) by 5% annually in average. Due to presence of small nomadic group in Mbire District that can qualify as “indigenous people” given UNDP definition, the project will develop a brief Indigenous People Plan to avoid potential and mitigate negative impact to the people while establishing Conservancies (see Annex G. SESP Assessment).

Key partners for delivery of Output 2.2: CAMPFIRE Association (RP), Local Communities, RDCs, Safari Operators, ZPWMA, EMA, Forestry Commission, IUCN, ZELA, AWF, ZS, WWF, Tashinga Initiative, Kariba REDD+

Project, International Anti-Poaching Foundation.
Budget: GEF - $1,800,000; UNDP - $250,000

Component 3. Mainstreaming BD and ES management, and climate change mitigation, into the wider landscape [site level];
Outcome 3. Increased area under sustainable management and benefits for local communities from CBWM, SFM and SLM in established CWCs

Output 3.1. Integrated Landscape Management Plans for Hurungwe (northern part), Mbire, and Muzarabani Districts are developed, officially approved, and implemented.

As was clearly demonstrated by PPG assessment of natural resources management capacity of Hurungwe, Mbire, and Muzarabani Districts, all the areas are threatened by significant environmental threats due to poaching, deforestation and land degradation and none of the districts has a comprehensive or implementable plan to manage natural resources effectively and prevent key threats to biodiversity. Currently, only Mbire District has a Natural Resources Management Plan, but this plan needs to be updated based on the land cover mapping and climate change projections. Also, Mbire plan was not built based on the Results-based Management concept and it is problematic for both implementation and M&E. No NRM plans have been developed for Hurungwe and Muzarabani Districts. The Integrated Landscape Management Plans (ILMPs) are needed as tools to facilitate both sustainable District development and sustainable use of natural resources (wildlife, woodlands, wetlands, agricultural lands, and minerals) in the conditions of increasing anthropogenic and climate change impacts. The ILMPs should follow a set of key requirements:

- Be designed according to the Result-based Management concept with clear identification of the plan Goal (status of Conservation and Management Targets – endangered wildlife populations and area of key ecosystems) and Objectives (aimed to reduction of direct threats for the conservation and management targets) and clear links between the plan results of different level: Outputs (products and services of the plan implementing team), Outcomes (increased level of capacity and NRM), Mid-Term Impacts (reduction of direct threats for conservation and management targets) and Long-Term Impacts (improvement of status of key wildlife species and ecosystems important for district development). Results of all levels should be measurable and need to have Indicators. For each ILMP, a clear Theory of Change should be developed and clarified with key stakeholders based on existing approaches of IUCN's First Line of Defense, or WWF's Open Standards for Conservation Planning, or UNDP's Management for Development Results, or other models based on the RBM;
- Should be based on a detailed ecosystem and habitat map for the entire area of the Lower Zambezi Valley (interpretation of Landsat 7 and 8 imageries)[95] and projections of changes in ecosystems and habitat in result of climate change (e.g. MaxEnt modeling based on Global Climate Models) and anthropogenic impact at different scenarios;
- Should include functional zoning of a District area for management of different natural resources to balance land sharing and land sparing strategies;
- Should include Emergency Action Plan to be ready for environmental and climate shocks, e.g. droughts and floods;
- Be designed for no more than 10 year period and include M&E plan to allow lessons learning and adaptive management;
- Must have clear Operational Plan (2-3 years) with timelines to deliver Outputs, responsible persons, required budgets and indicated sources of the budgets;
- Be in agreement with ZPWMA, EMA and FC plans and programmes for the particular district and to be officially approved by RDCs and the agencies;

[95] Based on the experience of the EU Commission's South-East Lowveld Land Cover Project in 2014

- Be developed in fully participatory approach and involve all key stakeholders in the planning process;
- Have a clear mechanism for implementation (e.g. District Integrated Landscape Management Committees, including representatives of RDC, communities, agencies, NGOs and international donors).

After preparation of the management plans the projects is going to support their initial implementation via capacity building for RDCs (trainings for District level staff and ward level/community institutions, improvement of NRM bylaws, and equipment for law enforcement). While detailed needs of the District will be identified during management planning process following priorities have been indicated after stakeholder consultations:

- update District conservation and land use planning by-laws. These by-laws exist in most districts but are no longer effective and sometimes not implemented because: (í) some of them were developed many years ago and are out of context with reality on the ground. The current over reliance by communities on natural resources as a source of livelihood in the face of the national economic market failures and the impacts of climate change has changed the context at which the natural resource can be managed; (ii) changes in national policy and legislation overtime (e.g. new constitution, Draft Forest Policy, National Climate Change Strategy, etc.); (iii) most RDC adopted the model by-laws which were non participatory and some by-laws are most based on a patronising command and control approaches which makes them less relevant and applicable to the communities and subsystems they are supposed to operate;
- support establishment and effective operation of Environment Subcommittees for wards in at least 3 target wards (The Rural District Councils Act [Chapter 29:13] now provides for the establishment of an Environment Committee in each RDC responsible for the management and protection of the environment in the Council area). This committee is assisted by Environment Subcommittees in the exercise of functions relating to the environment and natural resources within one or more wards or one or more villages in the council area through delegated authority from Council. There are no functional ESCs in the project area and these will support the work of dedicated community trusts to be established for the new wildlife business ventures);
- Comprehensive and repetitive trainings for established Environment Subcommittees on wildlife, HWC, woodland and fire management, carbon stock assessment and monitoring;
- Some basic equipment for anti-poaching, HWC, woodland and fire management for established Environment Subcommittees;

Key partners for delivery of Output 3.1: Forestry Commission (RP), RDCs, ZPWMA, EMA, CAMPFIRE, Agritex, CWCs, Safari Operators, SAFIRE, IUCN, ZELA, Kariba REDD+ Project, AWF, ZS, Ian Games (Independent Mapping and Planning Expert)
Budget: GEF - $700,000

Output 3.2. Pilot projects on community based SFM, SLM, HWC management and alternative sources of income are developed and implemented in the target CWCs via sustainable small grant mechanism

Under this Output the project will invest in the local communities' sustainable livelihood in the six target CWCs to increase their capacity to manage SFM, SLM, and HWC and develop of sustainable biodiversity friendly sources of income. As a first step of the process the project will develop and support a complex training programme for local people based on the needs identified on the PPG stage and built on experience of other partners in the project area, like Kariba REDD+ Project, AWF, Tashinga Initiative, Oxfam, and SAFIRE. Also Community Livelihood Action Plan will be developed by the project to mitigate and monitor potential social risks indicated in the Annex G. SESP Assessment. For this output, UNDP Micro-Capital Grants supported by National GEF SGP will serve as a grant delivery mechanism and will provide grants to Civil Society Organizations for trainings and piloting projects on community based SFM, SLM, HWC management and alternative sources of income generation. Following indicative list of trainings will be delivered (can be updated by the PMU if necessary) on the base of existing training centers (e.g. LGDA in Mbire, MWA eco-camp in Muzarabani):

- HWC prevention tools and strategies (at least 200 people in each CWC have to be trained on at least 3 training sessions in 2018-2024);
- Veld fire safety, prevention and suppression techniques and tools (at least 200 people in each CWC have to be trained on at least 3 training sessions in 2018-2024);
- Climate-Smart and Water-Smart Agriculture, including community gardens, fuel wood (bamboo) plantations, indigenous tree nurseries, alternative ways of tobacco curing (at least 200 people in each CWC have to be trained on at least 3 training sessions in 2018-2024);
- Extension services from public and private sector for smallholder farmers in the supply of locally essential horticulture products;
- Sustainable use of woodlands, including beekeeping, mopane worms' production, tourist guiding, souvenir production, grass cutting, NTFP and forest produce value chain, and sustainable livestock grazing and livestock feeding (at least 200 people in each CWC have to be trained on at least 3 training sessions in 2018-2024);
- Basics of small business development, including business planning, marketing, and management (at least 200 people in each CWC have to be trained on at least 3 training sessions in 2018-2024).

As a result of the training programme 4,000-5,000 people in the target CWCs will be trained during project lifetime, including at least 40% of women.

Parallel to the training programme the project will establish with assistance of UNDP CO and National GEF SGP a sustainable small grant facility in the project area, e.g. on the base of a NGO with a long-term presence in the project area capable to raise sustainable funding for small grant (and loans in future) (like Kariba REDD+ Project or AWF). The key objective of the facility will be to support sustainable livelihood initiative by local people directed to sustainable wildlife and woodland management, climate-smart agricultural activities as well as other forms of biodiversity friendly businesses (e.g. community based ecotourism, manufacturing of daily rations for Park rangers, establishment of community garden or firewood plantation, etc.) and non-commercial projects (e.g. habitat restoration, HWC prevention, village fire management, and environmental education). The GEF project will support establishment and initial management of the small grant facility and will provide it with initial funding for grants to local communities. Other funding (e.g. for micro-loans) will be provided by the hosting organization itself, private and corporate donors, and international NGOs. To select community project for funding the facility will organize competitions among projects of local people based on the following criteria: conservation value of the project, its sustainability, quality of business plan, number of jobs proposed, relevance of the project to CWC Management Plan and District ILMP, etc. The projects for grants will be selected by the facility based on the recommendations of the Grant Committee established in each CWC and consisted from the most respected people in the community, including women representatives. At the same time, the facility can start micro-loan programme using funding from sources other than GEF (e.g. micro-loans with interest annual rate of 5-8% only affordable for local people) and existing local Savings and Lending Groups.

Key partners for delivery of Output 3.2: UNDP (RP) with support of national GEF SGP mechanism, Kariba REDD+ Project, CWCs, CAMPFIRE, SAFIRE, Zimbabwe CBNRM Forum, Safari Operators and other private and corporate donors, AWF, ZS, WWF, Tashinga Initiative, Oxfam, Savings and Lending Groups
Budget: GEF - $1,070,000; UNDP - $359,000

Output 3.3. Model woodland restoration projects are developed and implemented in the target CWCs.

Due to loss of benefits from wildlife and fast development of tobacco and other forms of farming as one of the main sources of revenue for local communities in the project area, significant territory of woodlands was deforested and degraded in pursue of firewood for tobacco curing. For example, in Hurungwe District, the number of registered tobacco growers increased from 4,295 in 2006 to 22,007 in 2014 and the district lost about 7,000 ha of forests and woodlands to tobacco curing during the 2013-14 cropping season

alone[96]. However, woodlands play critical role in sustaining wildlife populations, providing economic and cultural benefits to local communities, while buffering against the impacts of climate change and severe environmental events.

Thus, the project will build on the reforestation experience of the Tree Eco and Forestry Commission (planting of Croton (*Croton megalocarpus)*, Moringa (*Moringa olifera)*, and Baobab (*Adansonia digitata)*; fruit trees for agro-forestry), and Kariba REDD+ project (planting of *Moringa olifera)* in the project area and will support the full restoration and assisted natural regeneration of degraded miombo woodlands in six target CWCs via establishment of three indigenous tree nurseries (in Pfundundu, Mavhuradonha Wilderness Area and Kanyurira CWCs) and organization of community-based reforestation initiatives for degraded woodlands. One such small Eco-Tree's nursery has already been established in Hurungwe District and can produce up to 40,000 indigenous seedlings for reforestation. Tree Eco is working directly with three agricultural companies who purchase their indigenous tree seedlings. The organization is working closely with the Forestry Commission in nursery establishment (indigenous species and fruit trees), distribution of seedlings, training of communal farmers, extension support and monitoring for 3 years and feedback (which includes buying seedlings and fruits from farmers). Tree Eco has developed a mobile application to monitor tree growth with Forestry Commission district officers and measure the impacts of reforestation. The application also links farmers to markets for agricultural produce and fruits. The approach is being used for restoration of the degraded miombo woodlands through a staggered approach, in which fast growing indigenous trees such as Acacia and *Croton megalocarpus* are first planted to provide the necessary shade and humus for the slow growing miombo tree species to be planted underneath after 3 years. This is ideal for totally degraded areas where there are no trees. The other approach is assisted natural regeneration (ANR), which is a method accelerating establishment of secondary forest in degraded areas by protecting and nurturing miombo mother trees and their wildlings present in the area. This is done by reducing barriers to growth such as soil degradation, weedy species and recurrent disturbances such as fire, grazing and wood harvesting. New trees can be planted when needed (enrichment planting)[97]. This approach can also be used in the PA estate in the Lower Zambezi Valley where deforestation is occurring from firewood use by tourists and PWMA staff. To deliver the Output, the project can also draw on experiences from GEF SGP-supported ANR programmes in Manicaland.

During the project lifetime, the nurseries will produce at least 2,250,000 indigenous tree seedlings that will be planted with the involvement of at least 6,000 households in selected CWCs to restore at least 6,000 ha of degraded woodlands, contributing significantly to the project area ability to sequester carbon dioxide. The indigenous tree reforested areas will be carefully monitored and managed by Tree Eco, target communities and the Forestry Commission with assistance from AGRITEX, Zambezi Society and Kariba REDD+ project during the project lifetime and after its completion. In addition, the project will leverage additional funds for an indigenous tree reforestation initiative through potential co-financing from agricultural companies in the framework of their corporate conservation programmes (established by agricultural companies to support reforestation) (see Output 3.5).

Key partners for delivery of Output 3.3: Forestry Commission (RP), Tree Eco, communities in the CWC wards, AGRITEX, Kariba REDD+ Project, Zambezi Society, CWCs, WWF, Zimbabwe Tobacco Association

Budget: GEF - $700,000

Output 3.4. Local communities in the target CWCs are provided with alternative sources of energy and energy saving equipment to decrease their dependence on firewood.

Due to the tobacco growing boom in the project area, local communities use significant amount of indigenous firewood for tobacco curing that leads to the dramatic deforestation and degradation of woodlands. One of the ways to decrease this negative impact and protect indigenous woodlands is to provide local communities with alternative sources of energy and efficient technology for tobacco curing.

Thus, the project will directly invest in community-based initiatives of this kind via GEF Small Grants

[96] WWF http://zimbabwe.panda.org/what_we_do/sustainable_forest_management_project_/

[97] http://www.fao.org/forestry/anr/en/

Programme[98] mechanism (see also Output 3.2), but mainly thorough the specific Alternative Energy and Technology Programme for Tobacco Curing that will be developed and implemented in the project framework in six target CWCs with input from Kariba REDD+ Project, BioHub Trust, Zambezi Society, and Sustainable Afforestation Association. For this Output, UNDP Micro-Capital Grants supported by the National GEF SGP will serve as a grant delivery mechanism and will provide grants to NGOs and local communities for implementing projects on alternative sources of energy and energy saving equipment to decrease their dependence on firewood. The following activities are envisioned under the Output:

- Establishment of communal bamboo and Croton (*Croton megalocarpus)* plantations as an alternative to indigenous trees for domestic heating, agricultural heating (tobacco curing), construction (roofing and furniture). For example, Bindura bamboo grows with a minimum annual rainfall of 350-800 mm and can survive up to 7 dry months. Its stems older than 6 years are used as fuel and building material, and those 2–3 years old have value for weaving and furniture making. This variety can be grown by farmers and can yield up to 15 tons of biomass per annum per 1 ha. Croton can provide not only firewood, but also seeds that can be used to produce biofuel. The project will establish at least 3,000 ha of communal bamboo and croton plantations in six target CWCs; and
- Construction of communal solar-powered barns (no firewood required) and “rocket barns” (that use 2-3 times less firewood than traditional barns) for tobacco curing. The "Rocket Barn" is an adaptation of a rocket-stove technology, applied to small-holder tobacco curing enterprises. These barns represent a range of barns that would be suitable for both smallholder and commercial growers. The project is going to construct at least 20 solar and 20 rocket barns in in target CWCs.

Additional funding for the Output will be leveraged from agricultural companies active in the project area in the framework of their corporate conservation programmes (Output 3.5) and other donors. Realization of the Output will allow to decrease deforestation rate in the target CWCs by at least 30% a year, saving 40-41 ha of woodlands annually.

Key partners for delivery of Output 3.4: UNDP (RP) with support of national GEF SGP mechanism, Tree Eco, Kariba REDD+ Project, BioHub Trust, Zambezi Society, Forestry Commission, Zimbabwe CBNRM Forum, WWF, Sustainable Afforestation Association, CWCs, Zimbabwe Tobacco Association
Budget: GEF - $400,000

Output 3.5. Corporate conservation and social responsibility programs are developed and introduced to agricultural companies in the project area to mainstream biodiversity conservation in the production sector.

Tobacco and other forms of farming is one of the main sources of national revenue for Zimbabwe as well as one of the key sources of income for local communities in the project area. At the same time, current tobacco production is unsustainable due to large volumes of firewood necessary for tobacco curing and massive deforestation caused by legal and illegal indigenous firewood consumption: mature Miombo woodland can be harvested at the rate of 2,2 ha per 1 ha of tobacco annually. A Sustainable Afforestation Association has been established by tobacco companies in Zimbabwe to establish alternative firewood plantations in tobacco growing regions. However, the current efforts of the SAA are not enough to stop massive deforestation of indigenous woodlands in the project area and provide enough alternative firewood to farmers to stop using of indigenous firewood. Moreover, eucalyptus trees suggested by the SAA as the alternative are not accepted by many communities in the project area due to the common belief that the trees are driving the water table deep into the ground and leaving springs and waterholes empty.

To address the issue, the project is going to work with the Zimbabwe Tobacco Association and agricultural companies in the project area and at national level to encourage them to develop and implement corporate conservation and social responsibility programmes with the goal to at least make the deforestation rate in the project area equal or lower to the afforestation rate. Despite the conservation impact achievement of this goal, it will also guarantee sustainability of local agricultural production itself (one of the key sources of national income for Zimbabwe) given its high dependence on the firewood. As a first step, the project is going

[98] GEF SPG is a Responsible party for delivery of the project Outputs 1.6, 3.2, 3.4 and 3.5

to develop an Environmental Responsibility Rating for Agricultural Companies in Zimbabwe to facilitate rational use of land and woodlands, protect environment and run socially responsible tobacco business in the country. The Rating will:

- Identify key indicators of impact on environment from agricultural companies activities in in Zimbabwe, including Lower Zambezi Valley;
- Allow the creation of a database for calculation of the industry average indicators related to the environmental impact;
- Compare agricultural companies in Zimbabwe by the following criteria:
  - *the company's level of environmental impact per production unit, mainly deforestation of indigenous woodlands;*
  - *the extent of transparency and availability of ecologically significant information on the company activities;*
  - *the quality of eco-management in the company (compliance of activities with corporate and national environmental policies, best world standards and practices);*
  - *the frequency of violating environmental legislation in project execution areas by the company;*
  - *the efficiency of agricultural production;*
  - *real investment of the company in conservation and indigenous woodland afforestation in the area of activities*
- Make a record of the year-over-year changes in the above-listed indicators and measure each company's progress in environmental and social responsibility.

The rating will be published annually and made available all other the world, including to stakeholders, investors and markets to demonstrate their environmental performance. General public access to this information will immediately influence the reputation of the agricultural companies, and, ultimately promote development of enhanced environmental management resulting in decrease of environmental impact from agricultural production. This may work also for large Chinese firms (who are the main importers of Zimbabwe tobacco) that pay great attention to their international reputation[99]. The project can work directly with Chinese Embassy in Zimbabwe to facilitate necessary discussions with Chinese agricultural companies. The increased competition among the companies in the field of environmental protection will potentially facilitate access to long-term and cheaper financial resources for the most transparent and environmentally oriented companies. A similar system of environmental rating among oil & gas and mining companies has been successfully applied in Russia to increase environmental management and corporate conservation responsibility of the companies[100]. To promote environmental management among agricultural companies in Zimbabwe, the project will cooperate with UNDP and ICCF initiatives Corporate Conservation 100[101] and Equities Africa Conservation Index[102] to ensure participation of Zimbabwe's companies.

As one of the way to improve the Environmental Responsibility Rating of interested agricultural companies, the project will assist in the development of credible and transparent corporate conservation programmes built on the following sustainability principles developed by the Universal Leaf Tabacos Ltda in Brazil[103] (which has been slightly modified and updated by the PPG team). Agricultural companies should:

[99] S. Belligoli. EU, China and the Environmental Challenge in Africa: A case study from timber industry in Gabon

[100] WWF and UNDP/GEF 2015. Environmental Responsibility Rating for Oil&Gas Companies in Russia 2015; WWF and UNDP/GEF 2017. First Russian Mineral Industry Environmental Responsibility Rating 2017.

[101] The Corporate Conservation 100 is a list of 100 top corporations playing an active role in African conservation. The criteria of the Corporate Conservation 100 are to be compiled by a third party consultancy (Dalberg Global Development Advisors etc.) or business educational institution (INSEAD, Harvard, Oxford, etc.).

[102] The Equities Africa Conservation Index will be designed to measure the performance of companies playing an active role in African conservation. This will be particularly useful to investors in the socially responsible investment space, concerned about biodiversity, climate change and wildlife conservation.

[103] BSS Economic Consultants 2010. Tobacco and Forests: The Role of the Tobacco Industry Regarding Deforestation, Afforestation and Reforestation. Survey Report.

- Invest in reforestation of indigenous woodlands destroyed due to their activities via direct reforestation activities using native species;
- Provide finance to farmers that are not self-sufficient in firewood to buy wood from firewood plantations;
- Launch campaigns to promote reforestation, native forest preservation and to inform the farmers about the risks of not complying with the environmental legislation and responsibility for illegal firewood collection;
- Give incentives for and promote establishment of firewood plantations (eucalyptus, bamboo) to achieve farmers self-sufficiency in firewood. Also, they should provide technical assistance to farmers in terms of firewood planting;
- Provide transport of firewood from firewood plantations to farmers that are not self-sufficient in firewood (farmers with limited land available);
- Add a clause to the annual contract with farmers that they will not buy tobacco cured with firewood from indigenous woodlands collected illegally;
- Not have contracts with farmers who were sued by the EMA or FC for illegal consumption of indigenous firewood;
- Provide annually an agreement signed by the farmers identifying the origin of the wood that will be used to cure tobacco.

In the frameworks of the corporate conservation responsibility programmes, the project will negotiate with the interested agricultural companies to provide co-financing for the project Outputs 3.2-3.4. Implementation of these corporate programmes will contribute considerably to both conservation and sustainable agricultural production in the Lower Zambezi valley, and the positive changes will be reflected by annual publication of the Environmental Responsibility Rating for Agricultural Companies in Zimbabwe.

Key partners for delivery of Output 3.5: Forestry Commission (RP), Zimbabwe Tobacco Association, Sustainable Afforestation Association, WWF, Zambezi Society, Tree Eco, Kariba REDD+ Project, ZELA.
Budget: GEF - $150,000

Component 4. Knowledge Management, M&E and Gender Mainstreaming
Outcome 4. Lessons learned by the project through participatory M&E and gender mainstreaming are used nationally and internationally

Output 4.1. Participatory project monitoring, evaluation and learning framework is developed and implemented

Participatory project monitoring and evaluation is a key part of the RBM approach practiced by UNDP and GEF for all project and programmes. Thus, the project will develop an M&E system and encourage stakeholders at all levels to participate in M&E to provide sufficient information for adaptive management decision making. For M&E, the project will use standard UNDP approaches and procedures (see Monitoring and Evaluation Plan section for details) and following groups of indicators:

Output Indicators will be used to measure delivery of the project outputs (the project's products and services) and monitor routine project progress on monthly and quarterly basis. Collection of information on the output indicators will be performed by the PMU and represented in the project Quarterly and Annual Reports;

Outcome Indicators will be used to indicate the progress toward and achievement of the project outcomes (e.g. capacity or behavioral changes happened in result of use of the project outputs by target groups of stakeholders). Collection of information on the outcome indicators will be performed by the PMU or might

require hiring of consultants. Project progress against outcome indicators will be reflected in the Annual, Mid-Term and Terminal Project Reports, GWP GEF TT, and Mid-Term and Terminal Evaluation Reports;

Mid-Term Impact Indicators will demonstrate how the project outcomes contribute to mid-term project impacts (e.g. reduction of direct threats for Conservation and Sustainable Development Targets). Collection of information for mid-term impact indicators might require special consultants and appropriate expenses and will be performed generally at the project mid-term and completion to compare project progress in reducing key threats against baseline data. Information on mid-term impact indicators will be generally presented in the GWP GEF TT, Mid-Term and Terminal Project Report and Terminal Evaluation Report;

Long-Term Impact Indicators, or GEBs will be used to measure the level of achievement of the ultimate project impacts (status of wildlife populations, their habitats, improvements in the livelihood and benefits for target communities). Long-term project impacts can be only partially achieved during the project lifetime (6 years) and might fully materialize several years after the project is over. Particularly to measure long-term project impact, the project will support aerial survey for elephants and other wildlife, camera-trapping surveys for lions and remote sensing analysis of woodland cover in the Lower Zambezi Valley on the first (third year – for lion survey) and last year of the project to qualify actual project impact on wildlife populations and habitats. Information for long-term impact indicators will be collected with wide involvement of the project partners and consultants and will be reflected in the included in the GWP GEF TT, Mid-Term and Terminal Project Report and Terminal Evaluation Report;

Gender Indicators will be used to assess impact of the project activities on gender equality and involvement of women in sustainable wildlife and NR management. The ongoing data collection on these indicators will be annually carried out by the PMU in the framework of the Gender Mainstreaming Strategy (Output 4.3).

Key partners for delivery of Output 4.1: all project partners and great majority of project stakeholders.

Budget: GEF - $403,640; UNDP - $391,000

Output 4.2. Lessons learned from the project are shared with national and international conservation programmes, including GWP

An effective M&E system (Output 4.1) and regular analysis of M&E data will allow the project: (i) to identify the most effective project strategies; (ii) to check project assumptions (hypotheses) and risks; (iii) to prepare management response to changing political, economic, and ecological environment; (iv) to learn from successful and unsuccessful project experience; (v) to incorporate learning in the project planning and adaptive management; and (vi) share experience among GWP, GEF and other projects in Africa and the world. Lessons learned through the project cycle will be reflected in the Annual Project Reports to ensure that the project uses the most effective strategies to deliver project Outputs and achieve project Outcomes in the changing environment.

To systemize and share its lessons and knowledge, the project will use different communication means including:

- A project web-site with available project reports, publications, press-releases, datasets, draft and final legislative documents, developed management plans, etc.;
- Quarterly or 6 month project information bulletin;
- Special paper publications, including manuals, guidance, methodologies, etc.;

- Publications and presentations at the Virtual Knowledge Exchange hosted by the Global Wildlife Programme;
- Collaborative and experience exchange meetings with other GWP projects in Africa and Asia and other relevant projects;
- Exchange visits for local communities, PA and law enforcement agencies to demonstrate the best practices;
- Development of knowledge platforms for sustainable agriculture, woodland and wildlife management running by ZPWMA, FC, EMA and NGOs
- Publications in mass media, conservation, and scientific journals; and
- Other available communication tools and approaches.

Key partners for delivery of Output 4.2: ZPWMA, FC, EMA, CAMPFIRE, and other project partners and great majority of project stakeholders.
Budget: GEF - $120,000

Output 4.3. Gender strategy developed and used to guide project implementation, monitoring and reporting

Given gender inequalities in rural communities in Zimbabwe, ecosystem degradation, wildlife depletion and climate change consequences are likely only to magnify existing patterns of gender disadvantage. Women can be encouraging community leaders, natural resource managers and even anti-poaching actors and are able to make considerable input into development of strategies and approaches to cope with IWT, habitat degradation, and climate-related risks. The inclusion of women in community based structures (like CWCs) guarantees that their valuable knowledge and skills are not excluded from the decision-making process in sustainable NRM. The GEF project is going to build on the work of Oxfam and other gender-oriented organizations experience to develop and implement an effective Gender Mainstreaming Strategy to guide the project implementation to:

- Build project partner capacity to mainstream gender and bring along with it globally tested approaches in Women Economic Empowerment strategies that empower women as agents rather than as victims of habitat degradation and climate change;
- Develop and implement household empowerment tools and methodologies aimed at building resilience and transforming gender relations at the household level; and
- Facilitate a multi-stakeholder analysis of the gender issues in all the different components of the programme that will inform the gender strategy and action planning with a clear set of measurable gender indicators.

The project Gender Mainstreaming Strategy should include the following core components (also indicated in the Annex I. Gender Analysis and Mainstreaming Plan):

- **Gender Analysis and Action Planning**: Engage different stakeholders and implementing partners to identify the impact of gendered impact of poaching, habitat degradation and climate change and adaptation strategies through empowering households and building community capacity to manage NR and adapt to climate change. The framing of gender issues will support the development of a gender mainstreaming strategy;

- **Gender Mainstreaming Capacity Building in Implementing Partners, Stakeholder and the Community:** Strengthen institutional capacity for mainstreaming gender in all implementing partners, key stakeholders and beneficiary communities by using gender mainstreaming frameworks and tools such as the Household

Decision Mapping Framework and the Gender Action Learning Systems (GALS) Methodology for empowering households to transform gender relations. This will include reviewing institutional policies and strategies for gender mainstreaming, strengthening staff capacity for mainstreaming gender in all key project positions and community dialogue on gender;

- **Gender Mainstreaming Knowledge and Evidence Generation for Policy Influencing:** Develop a framework for measuring Gender Performance Indicators in the project. Monitor households on key gender indicators throughout the project. For example, the project can have a cohort study that follows a certain number of households and document changes that are happening. Documented and shared lessons learned in the form of impact stories, training manuals, and reports. Facilitate policy dialogue on key institutional barriers and influence policy shifts.

- **Operational Monitoring, Evaluation, and Learning:** Monitoring and learning visits and reporting on progress.

Key partners for delivery of Output 4.1: Oxfam, Ministry of Rural Development, target RDCs and CWCs, ZELA, Gender Links, Zimbabwe AIDS Prevention and Support Organization (ZAPSO), CAFOD, Women's Action Group, Action Aid

Budget: GEF - $60,000

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ii. Partnerships

This GEF project is built on multiple baseline programmes and projects in Zimbabwe and in the Lower Zambezi Valley, and designed to establish strong collaborations and partnerships with many of them. The key project baseline initiatives are listed in the Table 6 (see a full list of the project partners in the Annex H. Stakeholder Engagement and Communication Plan). The total project baseline funding is about US$ 180,000,000 at the national level and ~US$ 25,600,000 in the project area.

Table 6. Key baseline projects and programmes and suggested partnerships for the GEF Project

Name of on-going and planned programme/project, years of implementation	Programme/project objectives and targets	How proposed UNDP/GEF project can collaborate with the programme/project?	Program/project own approximate budget for 2018-2024, USD
GOVERNMENTAL PROGRAMMES AND PROJECTS			
Parks and Wildlife Management Authority Programme to combat poaching and manage PAs in Zimbabwe, on-going	Anti-poaching and anti-trafficking operations at national and district levels Management of national PA network	Project management on behalf of Implementing Partner Responsible Party to deliver Outputs 1.1-1.5, and 2.1 Direct participation in delivery of multiple Outputs related to IWT control capacity building, improvement of PA management, transboundary cooperation and CBNRM (Components 1-2) Project Co-financing	120,000,000, including 6,000,000 in the project area
Environmental Management Agency environmental programme, ongoing	Development and implementation of environmental monitoring programmes Law enforcement on environmental issues, including illegal mining	Potential participation in the project Steering Committee Collaboration with the project on delivery of Outputs 1.1 – 1.4, 2.1-2.2, and 3.1-3.4	4,800,000

Name of on-going and planned programme/project, years of implementation	Programme/project objectives and targets	How proposed UNDP/GEF project can collaborate with the programme/project?	Program/project own approximate budget for 2018-2024, USD
	Development and implementation of district environmental action plans Control of AIS and veld fires Capacity building for local communities to prevent veld fires and land degradation	Project Co-financing	
Forestry Commission programmes, ongoing	Protection and management of gazetted forests. Provides technical advice to the RDC, particularly with harvesting (most are indigenous forests with a mix of commercial and non-commercial trees). They also conduct extension work, such as promoting woodland management, tree planting and advice on which species to plant. A Forest Commission Officer in the RDC ensures that the interests of Forestry Commission are taken into account at district level.	Potential participation in the project Steering Committee. Responsible Party for delivery of the project Outputs 3.1, 3.3, and 3.5 Project Co-financing	2,400,000 for Hurungwe and Mbire districts
AGRITEX, Department of Ministry of Agriculture and Mechanisation and Irrigation Development, ongoing programmes	Technical support of agriculture and livestock sector in the country. Capacity building for farmers, including conservation agriculture. Development of district land use plans. Cooperation with other agencies (EMA, Forestry Commission, etc) on conservation activities on district and ward levels.	Potential participation in the project Steering Committee Collaboration with the project on development of land use plans in the project area districts (Output 3.1) Collaboration with the project on capacity building for RDC, and local communities in the project area (delivery of Outputs 3.1-3.3)	1,500,000
National Biotechnology Authority, ongoing programmes	Control of genetic biodiversity use in the country DNA forensics Development of methodology to control AIS and produce biofuel	Potential participation in the project Steering Committee Collaboration with the project on capacity building and support for IWT control agencies to achieve Outcome 1 (Output 1.3)	60,000
Ministry of Ministry of Rural Development, Promotion and Preservation of National Culture and Heritage programme, ongoing	Development of Rural District Councils and traditional leadership of local communities. Training on Result-Based Management (RBM) for RDCs. Supervising of CAMPFIRE programme.	Potential participation in the project Steering Committee Collaboration with the project on delivery of Outputs 3.1-3.4 under Outcome 3.	10,200,000 for Hurungwe and Mbire districts
CAMPFIRE Association Programme, ongoing	The programme goal is to help rural communities to manage their resources, especially wildlife, for their own local development. Objectives are to: -obtain voluntary participation of communities in a flexible programme which offers long-term solutions to problems of resources; -introduce a system of group ownership with defined rights of access to natural resources for communities residing in the target areas; -provide the institutions needed by resident communities to manage and exploit resources legitimately for their own direct benefit; -provide technical and financial assistance to communities, which join	Potential participation in the project Steering Committee Responsible Party for delivery of the Output 2.2 Project Co-financing	1,680,000 for the project area

Name of on-going and planned programme/project, years of implementation	Programme/project objectives and targets	How proposed UNDP/GEF project can collaborate with the programme/project?	Program/project own approximate budget for 2018-2024, USD
	the programme to enable them to realise these objectives.		
NGO PROJECTS AND PROGRAMMES			
African Wildlife Foundation programme in Lower Zambezi and Save Valley Conservancy, 2014-ongoing	Partnering with ZPWMA to come up with and implement the strategies to reduce poaching in the Mana Pools National Park. Workshops on transboundary conservation cooperation between Zimbabwe, Zambia, and Mozambique. Partnering with the Save Valley Rhino Conservancy to keep poachers away from 340,000 ha habitat - one of the world's largest privately owned; developing quick-reaction force to respond to immediate to poaching incidents; helping to bolster anti-poaching unit and keep heavy patrol on rotation. Development of mechanisms to increase income for local communities from sustainable and environmentally-friendly practices. Commercial model to increase revenue to National Parks in Zimbabwe	Project co-financing for Outcomes 1, 2 and 3. Partnership with the project on delivery of all project Outputs	6,000,000 for entire programme, including 1,000,000 in the project area
Zimbabwe CBNRM Forum, 2005 – ongoing	Promotion and development of community capacity for CBNRM in the areas outside of PAs. Training local communities in setting up NTFP enterprises and business development. Development of community based monitoring of natural resources (Management-Oriented Monitoring System)	Collaboration with the project on implementation of Output 3.2-3.4	330,000
Carbon Green Africa's Kariba REDD+ Programme, 2011 - ongoing	Trading verified avoided CO2 emissions under the voluntary carbon market, and specifically the VCS and CCBA standards. Support of anti-poaching and sustainable natural resource management activities in the project area, including capacity building for conservancies	Exchange of experience and lessons learned to harness opportunities for REDD+ in providing incentives for SFM, building on UN-REDD. Collaboration with the project on delivery of Outputs under Outcomes 2 and 3 Project Co-financing	1,000,000
The Zambezi Society Programme, ongoing	Capacity building for decision-makers, planners and Park managers in wilderness awareness, planning and management techniques Material assistance and planning support for the PAs Community Wildlife Outreach Programme to provide educational materials for rural schools within the Middle Zambezi Biosphere Reserve area, specifically within Nyaminyami District, on the western border of the Matusadona National Park and in	Collaboration with the project on delivery of multiple Outputs under Components 1-3 (e.g. 1.2- 1.6, 2.1 - 2.2, 3.1-3.5) Project Co-financing	~480,000 for the project area

Name of on-going and planned programme/project, years of implementation	Programme/project objectives and targets	How proposed UNDP/GEF project can collaborate with the programme/project?	Program/project own approximate budget for 2018-2024, USD
	Makwichi District south of the Mana Pools/Sapi/Chewore World Heritage Site		
Wild is Life Trust, including Tree Eco Ltd.	Wildlife rescue, ecosystem restoration and conservation projects in Zimbabwe Rehabilitation of miombo ecosystems in the Lower Zambezi Valley	Project partner to deliver Outputs 3.3 and 3.4 (woodland restoration and establishment of firewood plantations for local communities) Project Co-financing	~200,000
Zimbabwe Environmental Law Association (ZELA)	Promotion of environmental justice, sustainable and equitable use of natural resources, democracy and good governance in the natural resources and environment sector. ZELA's mission is to use the law to protect and conserve the environment, while the vision is to promote environmental justice, sustainable and equitable utilization of natural resources in Zimbabwe.	Potential partnership with the project on delivery of Outputs 1.1. 1.3, 1.5, 2.2, 3.1, and 3.5	~6,000,000
Environment Africa educational programme, 2000-ongoing	Involved in environmental education, including training journalists on environmental reporting and a yearly journalism award; working with the parliamentary portfolio committee on environment and; environmental education in schools. Support of sustainable development of local communities. Developed Zimbabwe bee-keeping value chain (4,500 beekeepers)	Potential project partner for implementation of Output 1.6 and Outputs 3.2-3.4	1,200,000
Southern Alliance for Indigenous Resources (SAFIRE) programmes: ENSURE (2013-2020) Carbon Reduction (2014-2019) Scaling up Adaptation (2015-2018)	Facilitates the development and application of innovative approaches to improve rural livelihoods resilience and sustainable natural resources management through 5 programmatic areas of Benefit-Driven Natural Resource Management; Information for development; Food Security and Livelihood Cushioning and Relief for Development and Research	Potential project partner for CBNRM, SFM and SLM interventions (Outputs 1.6, 2.2, 3.2-3.4)	1,380,000
UAV&Drone Solution programme in Hwange NP,	Support of anti-poaching operations and wildlife-human conflict management in Hwange National Park	Potential partnership with the project on support of anti-poaching and HWC management activities for PAs in the project area (Output 2.2).	75,000
ICCF Programme in Zimbabwe, ongoing	Support of Zimbabwe's Parliamentary Conservation Caucus on improving policy and legislation for wildlife management and IWT control. Expert and methodological support for capacity building of law enforcement agencies, judiciary and prosecutors	Potential partnership with the project on delivery of Outputs 1.1-1.5; providing education of policymakers/judiciary/law enforcement; building political will; supporting review of legal documents by providing education and expertise Potential partnership as technical advisor to the project, including with legislative/policy review, landscape plans, etc. (Outputs 2.1, 2.2., and 3.1 and 3.5)	500,000
The Tashinga Initiative Programme	Provides support to Zimbabwe's wildlife in the Zambezi River Valley's Protected Areas under the jurisdiction of Zimbabwe Parks and Wildlife	Potential partnership with the project on delivery of Outputs 1.2, 1.4, 2.1 and 2.2 Project Co-financing	~1,500,000

Name of on-going and planned programme/project, years of implementation	Programme/project objectives and targets	How proposed UNDP/GEF project can collaborate with the programme/project?	Program/project own approximate budget for 2018-2024, USD
	Management Authority, including capacity building for anti-poaching and sustainable livelihood programme for local communities		
Dande Anti-Poaching Unit Project, 2010-ongoing	Dande Anti Poaching Unit - DAPU was formed in 2014 to reduce pressure on wildlife (especially elephant poaching) Secure the Dande North, Dande Safari Area and Dande East in the Zambezi Valley, a vital wildlife corridor between the Chewore Safari Area in the west and Mozambique in the east	Potential collaboration with the project on Outputs 2.1-2.2.	~540,000
BILATERAL AND MULTILATERAL DONORS			
Natural Resources Management programme of the 11th European Development Fund (EDF) National Indicative Programme, 2017-2022	Specific Objective 1: To strengthen governance framework and policy dialogue on natural resources management Specific Objective 2: To improve capacity of communities to develop sustainable natural resources management practices Specific Objective 3: To enhance applied research and targeted participatory studies on natural resources management	Potential partnerships with the project to deliver Outputs under Component 1. Exchange of experience and lessons in the framework of Component 3	10,000,000
WWF/WB/GEF project "Hwange-Sanyati Biological Corridor (HSBC) Environment Management and Conservation", 2014-2019	Three project components: Improving PA management effectiveness by enhancing the management in the Hwange National Park and the livelihoods of communities living in the buffer areas; Improving land and forest management across the HSBC though development of tools to address land degradation, land-use change and deforestation; Addressing institutional technical capacities to better manage the ecosystem using the landscape approach	Potential participation in the project Steering Committee. Exchange of experiences and lessons learned on sustainable community livelihood and adaptation in conditions of climate change	2,000,000
GEF/SGP Phase 6 Projects focusing on Biodiversity conservation, Climate change mitigation and adaptation, land degradation, protection of international waters in 2016-2018 (Biohub project in Hurungwe)	Projects addressed the following: - Sustainable Forestry Management (SFM) in Hurungwe through the establishment of 5 Assisted natural regeneration (ANR) sites covering 1,907 ha; - Implementation of a pilot project on promoting bamboo as an alternative energy source for household use and tobacco curing; - Promotion of fuel saving stoves among local communities	Collaboration with the UNDP/GEF project on lessons and experience exchanges. Responsible Party for delivery of Outputs 1.6, 3.2, and 3.4	50,000
GEF/SGP supported project implemented by Methodist Development and Relief Agency (MEDRA) in Muzarabani District	The project is on mitigating land degradation through gully reclamation, agro-forestry and organic farming for sustainable livelihoods.	Collaboration with the UNDP/GEF project on lessons and experience exchanges. Responsible Party for delivery of Outputs 1.6, 3.2, 3.4-3.5	50,000

Name of on-going and planned programme/project, years of implementation	Programme/project objectives and targets	How proposed UNDP/GEF project can collaborate with the programme/project?	Program/project own approximate budget for 2018-2024, USD
SADC Programme for Transfrontier Conservation Areas, 2013-ongoing	Mission: To develop SADC into a functional and integrated network of transfrontier conservation areas where shared natural resources are sustainably co-managed and conserved to foster socioeconomic development	Potential partnership with the project on delivery of Output 1.5 (ZIMOZA and Lower Zambezi-Mana Pools TFCAs)	No data
UNODC Wildlife and Forest Crime Programme, ongoing	The initial focus of the programme is being on providing support to undertake comprehensive assessments of current actions to combat wildlife and forest crime at a national level, using the WLFC Analytic Toolkit. These assessments will provide a platform for the identification and delivery of a range of activities, with a priority given to strengthening law enforcement capacity at local, national and regional level.	Consultations on delivery of Outputs 1.2-1.4	No data
The INTERPOL National Central Bureau (NCB) for Zimbabwe programme, ongoing	Provide a reliable, efficient and effective coordination and liaison platform between the ZPR and the INTERPOL community in carrying out international investigations; Effectively train staff to enable them to perform their tasks to the best of their ability.	Consultations on delivery of Outputs 1.2-1.4	No data

iii. Stakeholder Engagement*:*

As it was mentioned in the Strategy section, this project was developed using transparent, open and fully participatory approach with involvement all groups of relevant stakeholders (government organizations, multilateral and bilateral agencies, NGOs, local communities, and private sector) at the national and project area levels. Individual and focus group consultations were conducted in Chinhoyi (Inception Workshop), and thereafter included interviews in Harare and in the project area (Hurungwe, Mbire, and Muzarabani Districts). E-mail communication and Skype calls took significant part of consultative process with national and international stakeholders. Key objectives of consultative process were the following to:

- Inform all group of stakeholders on the project preparation and allow them participate in the project development and share their concerns about the project proposed implementation;
- Evaluate current level of key threats for wildlife and overall biodiversity in the country and obvious barriers on the way of sustainable development;
- Collect information on baseline programmes and projects related to the project objective;
- Understand local, cultural and political context in the country and project area;
- Assess current capacity of government agencies and local communities to manage wildlife and other natural resources sustainably;
- Develop relevant project Outputs based on key national and districts needs;
- Clearly define project area for interventions and collect information on Outcome and Impact Indicators; and

- Identify potential project partnerships (see Partnerships section) and clarify stakeholder roles in the project implementation.

A total of 524 stakeholders were consulted (24% females and 76% males). Consultations in the project area included first convening a full council (councilors and local organizations) and then ward visits. In Hurungwe, the team conducted five site visits (Ruwanze, Sungwi, Pfundundu, Mukwichi, and Nyaodza), four in Mbire (Masoka, Angwa, Gonono, Karinyanga, and Chivaraidze) and three in Muzabarani (Chiwashira, Gutsa, Museredza). Ward level meetings were attended by environment management committees, village heads, traditional leaders, youth representatives and women. The meetings were attended mostly by men and were also characterized in most cases with few people participating or providing dominant opinions regarding the decisions to use forest and wildlife areas. Based on our observations during the stakeholder engage exercise, we noted the need to deliberately focus on women as key stakeholders in order to amplify their voices (see Mainstreaming Gender section of the ProDoc and Annex I. Gender Mainstreaming Analysis and Plan).

As a result of Stakeholder Analysis, the following groups of stakeholders were identified for project implementation (see details in Annex H. Communication/Stakeholder Engagement Plan):

Table 7. Key stakeholders of the project

Stakeholder	Description	Role in project
Government		
Police	The role of the police is to enforce legislative provisions and by-laws by apprehending offenders and conducting joint patrols with parks and wildlife authority	- Cooperation with PWMA and other law enforcement agencies to deliver Outputs for Components 1 and 2
Zimbabwe Immigration Department	The Department of Immigration falls under the Ministry of Home Affairs. Its mandate is to administer the Immigration Act, Chapter 4:02, 1996 Revised Edition and attendant Regulations of 1998 as amended, on behalf of the Government of Zimbabwe, in an efficient, impartial, transparent and accountable manner. The main functions of the Department are built around two aspects of control and facilitation of movement of people into and out of the country. To do this effectively, the Department has established 28 border posts that include road and rail controls, city and town offices as well as airports and some informal crossing points.[104]	- Cooperation with PWMA and other law enforcement agencies to deliver Outputs for Components 1 and 2
Judiciary Services Commission	The primary role of the Commission is to execute the law and either convicts or acquits the offenders using the established laws.	- Cooperation with PWMA and other law enforcement agencies to deliver Outputs for Components 1 and 2
Prosecutor General	The office of the Prosecutor General administers cases and decides which cases will be proceed to prosecution or not based on existing evidence.	- Cooperation with PWMA and other law enforcement agencies to deliver Outputs for Components 1 and 2
Local Government/RDC's of Mbire, Hurungwe and Muzarabani Districts	Local authorities have to mandate to administer land manage forest and wildlife resources in Zimbabwe. Through the various committees of	- Participation in establishment development of CWCs (Output 2.1) and development of sustainable NRM in the

[104] Material adapted from the following website: http://www.zimimmigration.gov.zw/

Stakeholder	Description	Role in project
	the council, it formulate local by-laws, issues permits for extracting resources (including administering mining claims), and develops LEAPs. Has a specific mandate to address social welfare issues for communities including implementing the gender score cards (only present in Hurungwe at the moment)	project districts (Outputs 3.1-3.5). - Participation in the project M&E, mainstreaming gender activities and also implementing gender responsive programs such as sanitation for girls in school and access to water and education for girls (Outputs 4.1 – 4.3)
NGOs		
Gender Links (Hurungwe) **Zimbabwe AIDS Prevention and Support Organization (ZAPSO)** **CAFOD (Mbire)** **Women's Action Group** **Action Aid**	Assists in the implementation of the SADC protocol on gender Seeks to tackle issues of gender based discrimination, abuse and early marriages	- Assist in developing and implementing gender score cards for Mbire and Muzarabani (Outputs 4.1); - Update gender commitments for Zimbabwe since the Gender Policy and Gender commitments expire in 2017
Speak Out for Animals Trust	Speak Out for Animals Trust is organized to protect animals through the legal system. Its mission is to influence the human mindset and inspire behavior change towards animal laws. The organization serves as the premier resource for animal law experts who fight against animal cruelty and lobby for animal protection and preservation policies and laws.	- Participation in delivery of Outputs 1.1-1.3, and 1.7; - Participation in the project M&E and lessons sharing (Outputs 4.2-4.3)
Methodist Development and Relief Agency (Muzarabani District)	Implements livelihood programs that seek to empower marginalized community groups. The work in Muzarabani focuses on small livestock for women groups	- Mainstreaming gender issues in livelihoods/asset building programs targeting women and the vulnerable community members (Output 4.1)
CAMFED (Mbire District)	Provides economic opportunities for women such as making beverages and soaps; Provides supplemental nutrition for children in schools; Goat rearing projects (under Oxfam)	- Contributes toward Component 3 (Output 3.1-3.5) and Component 4 (Outputs 4.1 and 4.2) via support of CBNR management and livelihood activities
World Vision (Mbire District)	Advocacy for women on various social and reproductive health issues. Seeks to promote men as champions against domestic violence	- Participation in implementation of Output 4.1 and project M&E (Output 4.2)
Help Germany (Muzarabani District)	Supports market gardening in local communities	- Contribution to delivery of Output 3.2 via sustainable livelihood programmes
St. Alberts Mission Hospital	Supports fish farming in the local communities of Muzarabani	- Contribution to delivery of Output 3.2 via sustainable livelihood programmes
Rifa Education Camp	Rifa Education Camp educates on various environment issues including the following: Ecosystems, Wildlife, Habitats, etc.	- Collaboration with the project on delivery of Output 1.6 (awareness campaign in the project area)
Local Communities		
Traditional leaders (chiefs, headmen, village heads) from	These have served as traditional custodians of land and natural resources in the respective	- Enforcing local bylaws, education of and awareness raising on issues of

Stakeholder	Description	Role in project
Hurungwe, Mbire and Muzarabani.[105]	communities. They have specific roles assigned under the Traditional Leader's Act (CAP 29:17); They have the responsibility to formulate local by-laws, implement land use plans, controlling land degradation, managing veld fires, and controlling illegal settlements; They also have the responsibility to promote ecotourism and supervise environmental sub committees; Protect wetlands and fine all illegal miners, and prevent stream bank cultivation	deforestation, poaching, fire management and collection of non-timber forest products They will contribute to Outcome 2 (Output 2.1. and 2.2); - Engage with the Forestry Commission on the procedures for issuing permits for fuel extraction that in most cases prejudice the local communities. Currently the permits are issued to outsiders without due diligence on where fuel wood should be extracted. They will contribute to Output 3.3-3.5; - Enforce coherent land use plans in cases where mining supersedes more environmentally friendly and sustainable land uses (Output 3.1)
Environmental committees in ward Hurungwe (Ward 19, 26, 7, 8, 9 and 1) and Mbire (Ward 11, 2, 12, and 4) and Muzabarani (Ward 19, 1, 13, 21)	These are committees under the local authorities that are mandated under the EMA ACT (CAP 20:27) to develop Local Environment Action Plans These committees have diverse membership that includes business community, religious and traditional leaders, and local communities	- Update existing LEAPs and monitor the implementation of plans by ward level committees. They can contribute to Output 2.1 (establishment and management planning for conservancies) and Output 3.1 (Integrated Landscape Management Planning for target districts)
Environmental sub-committees/ CAMPFIRE Ward Committees/ Village Development Committees[106] **Hurungwe (Ward 19, 26, 7, 8, 9 and 1) and Mbire (Ward 11, 2, 12, and 4) and Muzabarani (Ward 19, 1, 13, 21)**	Responsible for monitoring compliance to LEAPs and reporting offenders either to the police or traditional leaders. These committees include the fire-fighting committees (and in some communities the local resource monitors and game scouts)	- With increased capacity (through training and provision of equipment), these committees will improve the management of wildlife and forestry resources and will contribute to delivery of Outputs 2.1-2.2, and 3.1-3.5
Village Savings and Lending Groups **Hurungwe (Ward 19, 26, 7, 8, 9 and 1) and Mbire (Ward 11, 2, 12, and 4) and Muzabarani (Ward 19, 1, 13, 21)**	Seek to build capital for marginalized groups in the community particularly women. The groups also seek to reduce women dependency on incomes from men	- Key stakeholders to achieving gender responsive interventions under for Outputs 3.1-3.5 and participate in the project M&E and lessons learning (Outputs 4.1-4.3)
Peer to peer working group in all project wards **Hurungwe (Ward 19, 26, 7, 8, 9 and 1) and Mbire (Ward 11, 2, 12, and 4) and Muzabarani (Ward 19, 1, 13, 21)**	These take the form of counseling groups such as Sister to Sister that seeks to address emerging social ills affecting women Promotion of men as champions against gender based violence	- Advocate for a positive perception of women and equality among men and women and contribute to Output 4.1
Private Sector		
Zimbabwe Tobacco Association **Agricultural Companies**	Their primary interest is promoting farming as an alternative livelihood source. In the process, they provide alternative albeit limited alternative sources of energy such as coal and solar barns Focused on input provision to facilitate farmers to grow cotton	- Participation in afforestation programs and provision of alternative energy sources (Outputs 3.3-3.5); - Development and implementation of corporate conservation and social responsibility programmes in the project

[105] These span for than one boundary and include Chief Chisunga (Mbire), Chief Hwata and Chiweshe in Muzarabani

[106] Environmental Sub committees are established under the EMA and are responsible with managing local environmental issues. CAMPFIRE ward committees on the other hand were established much earlier to manage wildlife resources. In some wards, they serve as the Environmental Sub Committees. Village development committees are the lowest planning unit that feeds into RDC development plans

Stakeholder	Description	Role in project
		area (Output 3.5)
Sustainable Afforestation Association	This is a coalition of tobacco firms that seeks to curb deforestation by introducing fast growing eucalyptus trees. It raises its revenue by charging 0.5% levy on tobacco sales, which will be invested in the afforestation projects.	- Contribution to Outputs 3.3-3.5 in the target communities
Varden safaris (Mavhuradonha WA) **Pfundundu Conservancy (Hurungwe District)** **Beat the Drum SO** **CM Safaris, HKK Safaries, others**	Promotes sustainable consumptive and non-consumptive use of wildlife (such as eco-tourism, horse riding and trekking)	- Collaboration with the project to develop sustainable CWC, fight poaching, and develop management plans for protected areas (Output 2.1-2.2), contribution to wildlife restoration in the project area (Output 3.3)
Mining Companies (Mavhuradonha)	Companies are mining the Mavuradonha Wilderness and at loggerheads with the tourism industry	- Participation in the delivery of Output 3.1 (integrated landscape management planning) and 3.5 (corporate programmes for conservation)

iv. Mainstreaming Gender:

This GEF project can be classified as **Gender targeted** (result focused on the number or equity (50/50) of women, men or marginalized populations that were targeted) with strong gender interventions incorporated in the project design. During the project development the PPG team tried to involve as many women as possible in the consultation process. However, overall women's participation was relatively low due to traditional male dominance in wildlife and environmental management issues in Zimbabwe: from 524 stakeholders consulted during the project development, only 124 (24%) were women (see Annex I. Gender Analysis and Mainstreaming Plan).

To implement gender mainstreaming, the project will develop and implement a Gender Mainstreaming Strategy in the first 6 months of the project implementation (Output 4.3). The strategy will guide the PMU on involvement and integration of women in delivery of the project Outputs and promotion of active women participation in the project management, monitoring and evaluation. The key guidelines for the strategy are outlined below:

- Gender balance and gender rank will be ensured as much as possible regarding women participation in the Project Board and in the PMU. Project interventions will seek a greater and more even gender representation with the potential for gender mainstreaming-related activities. Furthermore, relevant gender representation on various levels of project governance will be pursued. 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.
- In response to the relatively low participation of women in the project development, the project will incorporate gender considerations in the implementation procedures in a number of different ways:
    a. Empower women by involving them in wildlife policy and legislation review, management planning processes for PAs, establishment and management of CWCs, capacity building activities and law enforcement of wildlife crime under Components 1 and 2;

b. Strong focus on gender within Component 3 with an emphasis on providing grants to female led households, and/or to households that apply for grants with activities that have an emphasis on female-led activities (e.g. collection of fuelwoods and/or NTF products); active involvement of women in Integrated Landscape Management Planning in the target districts, wildlife and habitat restoration activities, and development of conservation cooperation with private sector;
c. All awareness raising activities will specifically target women and encourage them to take responsibilities including for engagement with the authorities with respect to natural resource management, illegal killing of wildlife and illegal trafficking in wildlife products and live animals;
d. Women's organisations will be involved in project implementation and capacity development at national and district levels.

- The project will adopt the following principles in the day to day management: (i) gender stereotypes will not be perpetuated; (i) women and other vulnerable groups will be actively and demonstrably included in project activities and management whenever possible, and (iii) derogatory language or behaviour will not be tolerated.
- The project will promote gender mainstreaming and capacity building within its project staff to improve 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 in Harare to utilize their expertise in developing and implementing GEF projects. These requirements will be monitored by the UNDP Gender Focal Point during project implementation.
- The project will use gender disaggregated indicators in the PRF for regular monitoring and evaluation of the project progress and reporting, and will facilitate involvement of women in the M&E and Grievance Redress Mechanism implementation (see Table 8 and Annex I. Gender Analysis and Mainstreaming Plan).

Brief description of proposed gender mainstreaming activities is given in the Table 8

Table 8. Proposed gender mainstreaming actions for project implementation

Project Outputs	Responsible organizations	Gender Mainstreaming Actions
Component 1. Strengthening capacity and governance frameworks for integrated wildlife and forest management and wildlife and forest crime enforcement in Zimbabwe		
Output 1.1. National policy and regulatory framework is reviewed, and updated in accordance with the new Zimbabwe Constitution, including National Wildlife Policy, Parks and Wildlife Act, Communal Land Produce Act, and National Law Enforcement and Anti-Poaching Strategy,	MEWC, ZPWMA, Judicial Services Commission, Zimbabwe Environment Lawyers Association	Active outreach to women and women's groups to participate in the review and development of the wildlife policy, legislation, strategies. Change definitions of forest crime to exclude resources utilized by women and marginalized groups i.e. issuing permits to allow sustainable use of forest resources that are critical to women
Output 1.2. Two Multi-Agency Wildlife Crime Units are established and functional to ensure strong inter-agency collaboration to fight IWT	ZPWMA	Potential gender consideration in creating the MAUs

Project Outputs	Responsible organizations	Gender Mainstreaming Actions
and forest crimes		
Output 1.3. Key law enforcement agencies (ZPWMA, ZRP Minerals and Border Control Unit, ZIMRA, investigators, judiciary, and prosecutors) are provided with necessary trainings and tools to fight IWT	MEWC, ZPWMA	Target 50/50 training recruitment policy to all types of trainings for law enforcement agencies, prosecutors, and judiciary
Output 1.4. Nationwide system for monitoring wildlife and forest crimes is developed and implemented	ZPWMA	Target 50/50 participation of female staff in the development and implementation of wildlife crime monitoring system
Output 1.5. International treaties between Zimbabwe, Zambia, Mozambique on protection of ZIMOZA and Lower Zambezi-Mana Pools Trans-Frontier Conservation Areas (TFCAs) are developed, submitted to the countries' governments and supported for implementation	MEWC, ZPWMA, ZELA	Involvement of women and women groups in development of agreement and treaties for TFCAs; Representation of women experts in TFCA Secretariat and Ministerial Committee
Output 1.6. Project area awareness campaign targeting IWT, deforestation and climate adaptation/mitigation issues is developed and implemented	GEF SPG, Rifa Education Camp, other NGOs	Awareness campaigns to target men and women differently, i.e. avoid campaigns at growth point or further away from homes; Integrate project awareness within women's clubs (particularly ISALS) and gender mainstreaming organizations
Component 2. Strengthening Zimbabwe's PA estate and CAMPFIRE Wildlife Conservancies in areas of global BD significance		
Output 2.1. Updated Management Plans are developed and implemented for UNESCO Mana Pools WNH site (Mana Pools National Park, Sapi, and Chewore SAs) and surrounding PA complex of Charara, Hurungwe, Dande, Doma Safari Areas, including enhanced anti-poaching, woodland, HWC and veld fire management	ZPWMA, AWF, ZS, Tashinga Initiative	Active involvement of women in the process of PA management planning and plan implementation; Target 50/50 participation in capacity building trainings for PA staff Develop plans that allow different resource users to access traditional resources in the PA, especially for women (NTFP)
Output 2.2. New CAMPFIRE Wildlife Conservancies (CWCs) with total area of 334,500 ha are officially established, have functional governance structure and CWC Management Plans, and trained in CBWM, HWC, and fire management	RDCs, CAMPFIRE Association	Gender sensitive consultations on establishment and governance of conservancies Including women in the conservancies governance and management planning Establish 50/50 policy for training, provide women friendly training facilities to increase

Project Outputs	Responsible organizations	Gender Mainstreaming Actions
		their capacity in CBWM, SFM and SLM Develop fair rules for distribution some CAMPFIRE benefits to women and marginalized groups in the target conservancies Ensure effective participation of women in resource management committees of target communities
Component 3. Mainstreaming BD and ES management, and climate change mitigation, into the wider landscape		
Output 3.1. Integrated Landscape Management Plans for Hurungwe (northern part), Mbire, and Muzarabani Districts are developed, officially approved, and implemented	Forestry Commission, RDCs, Traditional leaders (Chiefs and Village Heads), Gender Links, Agritex	Promote participation of women in development and implementation of Integrated Landscape Management Plans for target districts Increase the number of women in plan implementation committees Target 50/50 women participation in capacity building trainings for the plan implementation
Output 3.2. Pilot projects on community based SFM, SLM, HWC management and alternative sources of income are developed and implemented in the target CWCs via sustainable small grant mechanism	UNDP CO via National GEF SGP, Kariba REDD+ Project, MeDRA, CAFOD, WORLD VISION, RDCs, MEWZ, Help Germany (Muzarabani), Victims of Human Wildlife Conflicts (Masoka)	Target active involvement of women in design and implementation of pilot projects. Increase the focus of interventions on female-headed households as beneficiaries of projects. Promote fair distribution of benefits from CBWM, SFM and SLM with significant share to women
Output 3.3. Model woodland restoration projects are developed and implemented in the target CWCs	Forestry Commission, Tree-Eco, ZS, Kariba REDD+ Project	Active involvement of women and women groups in planning and implementation of woodland restoration projects
Output 3.4. Local communities in the target CWCs are provided with alternative sources of energy and energy saving equipment to decrease their dependence on firewood	UNDP CO via National GEF SGP, Kariba REDD+ Project, ZS, Tree-Eco, SAA, Forestry Commission	Provide alternative sources of energy to women led households in the project area Alternative sources of energy to schools and clinics to improve health access and reduce use of fuel-wood, especially by women
Output 3.5. Corporate conservation and social responsibility programs are developed and introduced to agricultural companies in the project area to mainstream biodiversity	Forestry Commission, Zimbabwe Tobacco Association, NGOs	Design corporate conservation programmes that target women and widows to access capital and benefits Include gender commitments in the

Project Outputs	Responsible organizations	Gender Mainstreaming Actions
conservation in the production sector		corporate conservation programmes
Component 4. Knowledge Management, M&E and Gender Mainstreaming		
Output 4.1. Participatory project monitoring, evaluation and learning framework is developed and implemented	PMU, RPs	Apply gender specific analysis in the project M&E Active involvement of women in the project M&E processes
Output 4.2. Lessons learned from the project are shared with GWP and other conservation programmes	PMU, RPs	Incorporate gender issues in the process of lessons learning Involve women and women organizations in generation gender lessons
Output 4.3. Gender strategy developed and used to guide project implementation, monitoring and reporting	PMU, RPs	Develop and implement project gender strategy Adopt measures that ensure gender sensitive planning and budgeting Track gender disaggregated data for M&E Consider gender related reporting in KM and Lessons Learnt reports
Project Management	PMU, RPs	Ensure that both men and women are visible and inclusive in the project documents Collect gender-sensitive data (age, ethnicity, income, education) for reporting and planning Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring At inception: gender screening of the project design and workplan TORs of all staff to include specific responsibilities that support mainstreaming of gender throughout project implementation

v. Project Risks and Mitigation

During the PPG process and SESP assessment, a set of key project risks was identified (see Table 9 and Annex H. UNDP Risk Log). As per standard UNDP requirements, the project 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. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher)[107]. Management responses to critical risks will also be reported to the GEF in the annual PIR.

Table 9. Project Risk and Mitigation Matrix

Description	Type	Impact, Probability and Risk Level	Mitigation Measures	Owner	Status
Risk 1. Unstable political and economic conditions due to limited currency flow and upcoming elections	Political and Economic	P = 4 I = 4 HIGH	The risk is not under the project control. To overcome possible financial constraints, the project has been built on strong collaboration with different partners and donors, including private sector. The collaboration and co-funding of the project Outputs will be implemented and coordinated by the PMU and the project Steering Committee. The proposed management planning for PAs and Conservancies will include analysis of the funding needs and sources of funding for protection and development of these entities (Outputs 2.1-2.2). Outcome 3 is designed to increase sustainability and capacity of Conservancies and local communities to generate sustainable income from SFM, SLM and alternative livelihood activities.	Project Steering Committee, MEWC	Currently risk level is stable
Risk 2. Allocation of budgetary resources to national biodiversity conservation activities remains insufficient for effective biodiversity conservation and management	Financial	P = 4 I = 3 MODERATE	The risk is partially under the project control. To overcome possible financial constraints the project was built on strong collaboration with different partners and donors, including private sector: safari operators and agricultural companies. Output 3.5 is specifically designed to increase financial support for local communities from tobacco companies via environmental responsibility programmes. Outputs 2.1 and 2.2 are built on strong collaboration of partners to provide necessary funding to the PA estate and Conservancies via public-private partnerships.	Project Steering Committee, MEWC	Currently risk level is stable
Risk 3. Potential significant increase in externally driven pressures on forests, wildlife and protected area resources as a result of continuing financial crisis in the country	Social	P= 2 I = 4 MODERATE	The project is specifically designed to address this risk and decrease current rate of poaching and deforestation via a set of strategies – components: improvement of legislation base and institutional framework for effective wildlife and forest crime enforcement (Component 1); capacity building of the PA estate and surrounding CAMPFIRE Conservancies in the log-term (Component 2); providing sustainable SFM, SLM and alternative income opportunities to Conservancies and involvement private sector in conservation cooperation (Component 3). The level of poaching and deforestation will be carefully monitored by the project M&E system	PMU, PAs, target Conservancies	Currently risk level is stable or decreasing due to other conservation activities in the project area
Risk 4. Climate Change consequences (increased frequency	Environmental	P = 2 I = 4	The risk is not under the project control. However, the project targets to increase sustainability and adaptability of the Lower	PMU,	Risk level is increasing in the

[107] UNDP 2016. Environmental and Social Screening Procedure

Description	Type	Impact, Probability and Risk Level	Mitigation Measures	Owner	Status
and severity of droughts, floods, and veld fires) may undermine project achievements		MODERATE	Zambezi ecosystems and communities to climate change consequences via protection of wildlife source populations, key migration corridors, slightly disturbed ecosystems to ensure connectivity of habitat to allow for adaptive changes. Restoration of woodlands under the project will contribute to sustainability of local communities due to restoration of ecosystem services of miombo landscapes.	PAs, target Conservancies	long-term due to global warming.
Risk 5. Limited local expertise to carry out implementation and/or follow up of the project, including Conservancy management	Operational	P = 1 I = 3 LOW	Under all three key project components (1-3) the project will invest considerable resources in capacity building of the law enforcement agencies, PAs, and local communities to plan, manage and monitor wildlife protection, woodland sustainable use and restoration, and sustainable land practices. Moreover, the project will involve wide range of partners in the project implementation that have significant capacity to ensure achievement and sustainability of the project Outcomes.	PMU, Project Steering Committee	Risk level is decreasing as a result of implementation of other conservation and sustainable development projects in the project area.
RISKS IDENTIFIED BY SESP (Annex G)					
Principles 1: Human Rights Potential restriction of availability, and access to resources or basic services, in particular to marginalized individuals or groups in PAs and Conservancies in result of increased law enforcement	Social	I = 3 P = 4 MODERATE	The key project strategy to mitigate the potential negative input is to involve poorest and marginalized people in development of alternative income schemes under Outputs 3.1-3.4 and participation in Conservancy activities on wildlife and woodland management. Additionally during trainings for law enforcement staff the project will include human right subject in all appropriate training programmes. Strong Grievance Redress Mechanism will be established in the project area to mitigate potential adverse impact of increased law enforcement on marginalized local people as a risk group (see other details in the Annex G. SESP)	Project Steering and Technical Committees	Risk level is stable
Principle 2: Gender Equality and Women's Empowerment Potential discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits in wildlife and forest management and law enforcement Potential limitation of women's ability to use, natural resources in the PAs	Social	I = 3 P = 3 MODERATE	The Gender Analysis clearly indicated insufficient women involvement in wildlife crime enforcement, wildlife and forest Mangement. To avoid this potential disbalance in the project implementation Gender Mainstreaming Plan designed to ensure women inclusion in delivery of all project Outputs was carefully developed (Annex I). Moreover, the project will build a comprehensive Gender Mainstreaming Strategy (Output 4.3) to ensure gender equality and equal benefits to women from the project implementation. The key project strategy to mitigate the potential negative impact is to involve women as well as poorest and marginalized people in development of alternative income schemes under Outputs 3.1-3.4 and participation in Conservancy activities on wildlife and woodland management. Additionally during trainings for law enforcement staff the project will include	Project Steering and Technical Committees	Risk level is stable

Description	Type	Impact, Probability and Risk Level	Mitigation Measures	Owner	Status
			human right subject in all appropriate training programmes. Strong Grievance Redress Mechanism will be established in the project area to mitigate potential adverse impact of increased law enforcement on marginalized local people as a risk group. Additionally, Gender Mainstreaming strategy will be put in place to ensure women needs and interests are included in the project implementation		
Principle 3: Environmental Sustainability Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management Potential negative impact of the project on critical habitats and/or environmentally sensitive areas, including legally PAs and/or associated with harvesting of natural forests and plantation development	Environmental	I = 1 P = 1 LOW	The PA estate in the Lower Zambezi Valley and surrounding communities are key targets for the project interventions to develop effective law enforcement, sustainable wildlife and woodland management, and SLM. These areas are critical habitats for wildlife conservation and sustainability of local communities. Given the project focus only positive impact is envisioned for both PAs and communities. The project has special Outputs 3.3 aimed on restoration of miombo woodlands via planting and assisted natural regeneration of degraded lands. Also, the project has Output 3.4 that includes establishment of bamboo firewood plantation on cultivated lands to decrease pressure on the woodlands. Both Outputs will use only indigenous and non-invasive tree species for planting and will not require clearing of the land from indigenous vegetation.	PMU and RPs	Risk level is stable
Principle 3: Environmental Sustainability Standard 3: Community Health, Safety and Working Conditions Potential risk to health and safety of communities and/or individuals due to involvement of law enforcement personal in PA and Conservancy protection	Social	I = 3 P = 3 MODERATE	The situation analysis revealed that in some cases poorly trained law enforcement staff of PAs and Conservancies can impose some risk to health and safety of some local individuals involved in poaching and illegal consumption of other natural resources (illegal firewood collection and mining). To avoid the risk the project will invest considerable resources to train law enforcement personal in accordance with the highest standards for security and personal safety, including arrested or suspected offenders, during patrolling and special operations (Outputs 1.2-1.3, 2.1 and 2.2).	Project Steering and Technical Committees	Risk level is stable
Principle 3: Environmental Sustainability Standard 5: Displacement and Resettlement Potential physical and economical displacement from PAs and Conservancies in result of increased law enforcement	Social	I = 3 P = 3 MODERATE	The situation analysis revealed that some small illegal settlements are present in the PAs in the project area that can be potentially fully or partially removed from the protected areas as a result of law enforcement. To avoid potential adverse impact on the local people in the illegal settlements the project will involve the people in Conservancy management and development of alternative income schemes under Outputs 3.1-3.4 and participation in Conservancy activities on wildlife and woodland management. Additionally during trainings for law enforcement staff the project will include human right subject in all appropriate training programmes. Strong Grievance	Project Steering and Technical Committees	Risk level is stable

Description	Type	Impact, Probability and Risk Level	Mitigation Measures	Owner	Status
			Redress Mechanism will be established in the project area to mitigate potential adverse impact of increased law enforcement on marginalized local people as a risk group. The project will involve local communities in the PA management planning to ensure their interests and need are incorporated in the management (Output 2.1). Also, the project proposes to introduce a system of group ownership with defined rights of access to natural resource communities – CAMPFIRE Wildlife Conservancies to enhance community role in decision making process on wildlife and woodland management (Output 2.2). In addition, establishment of the Conservancies as long-term legal entities supported by lawyers will allow communities to advocate for their rights. The PMU will conduct extensive and regular consultations with ZPWMA, RDC, safari operators and local communities on wildlife and woodland management, HWC fencing and other issues to avoid neglection of human rights in relation to target communities.		
Standard 6: Indigenous Peoples Potential negative project impact on indigenous nomadic group present in Mbire District due to restriction of their access to natural resources as a result of establishment Conservancies.	Social	I = 3 P = 3 MODERATE	There is a small group of nomadic communities (probably four) as indicated in consultations in Mbire RDC. There are located between Ward 1 and Ward 11 on the area of one of proposed Conservancies. The conflicts other use of natural resources between the nomadic group and other local communities in the area have never happened, but potentially this issue may arise after establishment of Conservancy managed by Community Trust. To avoid potential threats and conflicts other use of natural resources the nomadic group will be involved in establishment of the Community Trust to manage the Conservancy as well as all wildlife and woodland management activities (Output 2.2). Brief Indigenous People Plan will be developed by the project in framework of the Output 2.2.	Project Steering and Technical Committees	Risk level is stable

The Social and Environmental Screening Procedure (SESP) was followed during project preparation, as required by the SESP Guidance Note of the UNDP. Accordingly, the social and environmental sustainability of project activities is in compliance with the SESP for the project (see Annex G. UNDP Social and Environmental and Social Screening Template). The SESP identified **moderate** social and environmental risks for this project (see details in the Table 9 and Annex G) that would have potential negative impacts in the absence of safeguards. To avoid any potential for any likely impacts, the project will ensure social and environmental screening of all proposed investments to determine if there are any impacts. If the impacts are considered significant or cannot be managed by simple and practical mitigation measures that can be implemented within the capacity of the communities or PAs, these activities will be avoided. The project Technical Committee established in the project area will monitor social and environmental risk for the project activities. Annually supervision missions

of the PMU will assess the extent to which the risks have been identified and managed. Overall, the project is expected to result in positive impacts for biodiversity conservation and socio-economic benefits through the greater participation of local communities in wildlife and woodland management, and improved PA. However, the project will significantly strengthen law enforcement in the PA estate and target Conservancies and suppress poaching and woodland abuse by different offenders potentially including poor and marginalized local people depending on poaching and unsustainable consumption of woodland resources for their livelihood.

The project does not involve large-scale infrastructure development. The project will not support employment or livelihoods interventions that may pose a potential risk to health and safety of communities and/or individuals or to biodiversity and ecosystem functions. The project will not propose any temporary or permanent physical displacement, nor will there be the need for land acquisition or access restrictions – even in the absence of physical relocation. It would not exacerbate land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources. Proposed measures for the risks are included in the Table 9 and Annex G.

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 NPM. It will comply with the following requirements:

Uptake. The GRM will have multiple uptake locations and channels. PAPs in the project areas will be able to submit complaints or suggestions to assigned members of the Project Board (PB) (GRM Sub-Committee) in person, via mail, email, via special page of the Project web site and telephone. 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.

Sort & process. All grievances will be registered by the GRM Sub-Committee and assigned a unique tracking number upon its submission. GRM Sub-Committee 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 districts and for monitoring & evaluation purposes.

Investigate & act. Strict complaint resolution procedures will be developed and observed, and personnel at the GRM Sub-Committee will be assigned to handle the grievances. GRM Sub-Committee will develop clear and strict grievance redress procedures, and assign responsibilities. Complaints that are beyond the Project scope will be conveyed by PMU to relevant local or regional authorities in the project areas.

Provide feedback. Feedback will be provided in response to all registered grievances. GRM Sub-Committee 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.

Enable appeals. Complainants will be notified of their right to appeal the decision taken by the GRM Sub-Committee. If complainants are not satisfied with GRM Sub-Committee response to their grievance, they will be able to appeal to GRM Sub-Committee again via mail, e-mail or the Project web site. Environmental and social grievances will be reported to the GEF in the annual PIR. The full SESP screening report is included in Annex G.

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

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

Sustainable development pathways via sharing Zimbabwe's best experience in wildlife crime control, enhancing PA capacity to wildlife conservation, sustainable forest, land, and carbon management as well as sustainable community development (via establishment and capacity building of Community Wildlife Conservancies) amongst the GWP community of practice and with other interested partners like EU, WBG, and WWF under the project Component 4. The project will facilitate the mutually beneficial development of wildlife management and integrated ecosystem conservation in Africa via the development of international collaboration within the SADC region, and especially with Zambia and Mozambique through the implementation of transboundary agreements for Lower Zambezi-Mana Pools and ZIMOZA TFCA (Component 1). Indirectly the project will contribute to negotiations and agreements on IWT control with countries of IW demand in South-Eastern Asia (China, Thailand, and Viet Nam) via coordination and management of the GWP.

Resilience building – via development of climate-smart Integrated Landscape Management Plans for the project districts, PAs and local communities, habitat and wildlife restoration initiatives and CBNRM (Components 2 and 3) and disseminating of this experience to other African countries of GWP community.

Inclusive and effective democratic governance – via development of transparent local governance system for community conservancies for sustainable wildlife and other natural resource management in the project area (Components 2 and 3) based on the best experience on CBNRM governance from CAMPFIRE Programme as well as Namibia and South Africa. Contribution to SSTrC is incorporated in the design of all project components and will be further facilitated by GWP's Knowledge Management approach and the project Component 4.

vii. Sustainability and Scaling Up:

The project will ensure the sustainability of the Outcomes in financial, institutional, social and environmental aspects through a number of means integrated in the delivery of the project Outputs.

Financial sustainability will be achieved by (i) involvement of wide range of partners and donors (including private sector) with a long-term presence in the project area in the project implementation and sustaining its results after the project is over; (ii) careful financial planning and budget source analysis integrated in the management planning for PAs, CAMPFIRE Conservancies, and three target districts; (iii) development of collaboration mechanisms for implementation of the management plans for PAs, Conservancies and target districts; (iv) development of sustainable and efficient CAMPFIRE Conservancy model that allows long-term investment in the sustainable wildlife management; (v) establishment of sustainable and self-sufficient small grant facility[108] to support local communities in development of CBWM, SFM and SLM after the project completion; (vi) building strong partnerships with safari operators and agricultural companies to ensure development of public-private collaboration and provide additional funding for conservation and sustainable development of ecosystem-community complexes in the project area. Also, the development of international collaboration via official establishment of TFCAs in the Lower Zambezi valley will open opportunities to involve additional funding from the SADC TFCA Financing Facility to support sustainability of the project results.

Institutional sustainability will be provided via a systematic capacity building programme integrated in all project Outputs and targeting ZPWMA, FC, PAs, Conservancies, and local communities. The project will also establish to self-sufficient Multi-Agency Enforcement Units to target poaching and illegal wildlife trade; and will facilitate signing of international treaties for establishment of TFCAs in the Lowe Zambezi Valley, and building Secretariat and Ministerial Committee for sustainable management of the area. The project will establish collaborative mechanisms for implementation of the management plans for target PAs, Conservancies, and Districts and support of sustainable livelihood of local communities in the long-term. To ensure institutional sustainability and ownership of the project results it is built on the partnership with

[108] Will be established under leadership of the GEF SPG as a Responsible Party

organizations that have long-term presence in the area, like CAMPFIRE Association, Kariba REDD+ Project, Tashinga Initiative, Zambezi Society, Tree Eco, etc. The project is built in line with on-going government programmes, like Zimbabwe Elephant Management Plan, CAMPFIRE programme, updated Forest Policy, and district environmental plans to ensure ownership by national and local governments.

Social sustainability will be ensured through the development/strengthening of stakeholder participation and gender mainstreaming mechanisms at national and project area levels (see Annex H. Stakeholder Communication and Involvement Plan and Annex I. Gender Analysis and Mainstreaming Plan); the development of CAMFIRE Conservancies with high and active involvement of local communities in wildlife and woodland management; and the development of opportunities for local communities on generation of sufficient income via alternative sources of income, climate smart agriculture, and SFM.

Environmental sustainability will be achieved through the implementation of all project Outputs that aim to improve wildlife and forest crime law enforcement, PA management, sustainable CBWM and woodland management in the target conservancies, involving local communities in SFM and SLM, and supporting habitat restoration initiatives. The achievement of the project Outcomes will lead to reduction of poaching and deforestation in the project area and finally to stabilizing of wildlife populations and ecosystems.

Scaling-Up: The project is designed to provide demonstration models for upscaling in Zimbabwe and other African countries. In particular, the capacity building of the project stakeholders and careful documentation of the lessons learned by the project (Component 4) will strongly support its up-scaling. Communicating and disseminating project' results under Output 4.2 will help in generating demand for similar initiatives in the country and abroad. The involvement of NGOs and the private sector will lead to further upscaling of the project's interventions. Following models developed by the project can be potentially upscaled nation-wide and internationally:

- Review of Wildlife Policy, Parks and Wildlife Act, and Communal Land Forest Produce Act will provide effective framework for wildlife and forest crime enforcement and sustainable management of wildlife and woodlands by local communities nation-wide;
- Establishment of Multi-Agency Units for anti-poaching can be used by other districts in Zimbabwe to implement National Elephant Plan and National Law Enforcement Strategy;
- Training programmes for law enforcement agencies, PAs, Conservancies, RDCs, and local communities can be potentially used nationally and internationally for other projects in GWP framework and beyond;
- RBM approach to development of implementable management plans for PA, Conservancies and Districts in the Lower Zambezi Valley can be easily replicated by other PAs, communities, and administrative units;
- More effective CAMPFIRE Conservancy model developed in the project framework can be used by other CAMPFIRE districts to improve CBWM and provide more benefits to local communities;
- Implementation of community-based woodland restoration and alternative firewood projects will likely be widely replicated in other districts of Zimbabwe involved in tobacco and other forms of farming;
- Innovative environmental rating mechanism and environmental responsibility programmes for agricultural companies will represent considerable resource for upscaling at national and international level.

IV. PROJECT MANAGEMENT

i. Cost efficiency and effectiveness

To ensure the project cost efficiency and effectiveness the project was developed using **fully participatory approach** (more than 500 stakeholders were consulted) and was built on the **best available experience and lessons learned** from other national and international projects (see Strategy section for details) and it has **carefully designed Theory of Change**. The project implementation is based on **wide set of partnerships** with Government, Non-Government, Business organizations and communities (about 40 organizations were defined as partners for the project) to share time, labour and finacial resources to deliver the project Outputs. Thus, the project is built on the rather **strong financial foundation including baseline programme funding** equal to US$ 180,000,000 at the national level and ~US$ 25,600,000 in the project area. Total **co-financing** for the project is US$ 47,411,000 with GEF contribution of US$ 10,025,964, or **17% of the total project budget**. To further increase the project efficiency it suggests **fully participatory project M&E system** that will allow effective lesson learning and adaptive management to select the most effective strategies to achieve the project Outcomes (see Outputs 4.1-4.2). The project has **clear geographic focus** on the PA estate and adjacent CAMPFIRE Conservancies in the Lower Zambezi valley with total area of **1,616,900 ha** that have the most significant value for wildlife and ecosystem conservation in the project area (source wildlife populations and almost undisturbed ecosystems). The area will be supported by GEF investments of US$7,844,598, or 78% of entire GEF contribution for the project (US$ 485/km²). Moreover, the project will work with agricultural companies on development and implementation of corporate environmental responsibility programmes to bring **significant additional funding for wildlife conservation and woodland restoration** in the project area.

A detailed budget has been prepared to manage all project investments and discussed with stakeholders, to ensure appropriate funding of the activities necessary to deliver each project Output. The project will use standard UNDP rules for procurement; these are specifically designed to optimise value for money. 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 or contractors, the project will follow a standard recruitment and advertising process to have at least three competitors for each contract. Selection will be based on qualifications, technical experience and financial proposal, to ensure hiring the best consultant (individual or organization) for an 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. Similarly, 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. Expenses will be accounted for according UNDP rules and in line with the GEF policy. Finally, in order to maximise the effectiveness and sustainability of the project results, an exit plan will be developed by the end of year 5, for implementation and tracking during the final year. This will identify a key owner and sustainability mechanism for each of the project's results that also contributes to the project effectiveness.

ii. Project management

The project will have Project Management Unit office hosted by the Ministry of Environment Water and Climate in Harare. The PMU will work directly with four Responsible Parties actively present in the project area

– ZPWMA, CAMPFIRE Association, Forestry Comission and UNDP CO with support of the National GEF Small Grant Programme and will use their offices in the project area for coordination of the project activities. The PMU will cooperate with key project partners and other project implemented in the project area via mentioned above Responsible Parties as well as directly during monitoring and evaluation visits, meetings of Technical Committee in the project area and Project Board. Details of the project managemnet arrangements are described in the section 7 – Governance and Management Arrangements.

iii. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information

To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[109] and the GEF policy on public involvement[110].

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

V. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): *SDG1:* ***No Poverty*** *; SDG2:* ***Zero Hunger****; SDG5:* ***Gender Equality*** *; SDG7 :* ***Affordable and Clean Energy*** *; SDG10:* ***Reduced Inequalities****; SDG12 :* ***Responsible Consumption and Production;*** *SDG13:* ***Climate Action*** *and SDG15 :* ***Life on Land: SDG 17 Partnerships***

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

1. Food and Nutrition Security: *Outcome 1 - Targeted households in rural and urban areas have improved food and nutrition security. Outcome 2 - Communities are equipped to cope with climate change and build resilience for household food and nutrition security;*

4. Poverty Reduction and Value Addition: *Outcome 1 - Key institutions formulate and implement socio-economic policies, strategies and programmes for improved livelihoods and reduced poverty of communities;*

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

Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

	Objective and Outcome Indicators (no more than a total of 15 -16 indicators)	Baseline	MIDTERM TARGET	END OF PROJECT TARGET	Assumptions
Project Objective: ***To promote an integrated landscape approach to managing wildlife resources, carbon and ecosystem services in the face of climate change in the protected areas and community lands of the Mid to Lower Zambezi Regions of Zimbabwe***	Mandatory Indicator 1: Number of people benefitting in the project area from CBWM, SFM, and SLM (f/m) (IRRF Indicator 1.3.2a):	*2016:* *3,438[111] (~f 50%/ m 50%)*	*>=8,000 (F 4000/ M 4000)*	*>=14,000 (F 7000/ M 7000)*	*Local people will actively use improved CBWM, SFM and SLM models provided by the project to generate sustainable income and improve environmental sustainability of local communities*
	Indicator 2: *Extent to which legislation and institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems*: - *Updated Wildlife Policy;* - *Updated Parks and Wildlife Act;*	*Do not exist*	*Drafted (or updated) and discussed with stakeholders*	*Officially approved and implemented*	*Zimbabwe's Government will officially approve and provide support for the policy and legislative documents developed by the project*

[111] Number of direct beneficiaries from safari hunting and sustainable agriculture and beekeeping practices in Hurungwe and Mbire Districts supported by the McCallum Safaris and Kariba REDD+ Project. Source of data: Kariba REDD+ Project Implementation and Monitoring Report 2014-2016; Myles McCallum, personal communication.

	- *Updated Communal Land Forest Produce Act* - *Official National Anti-Poaching Strategy*				
	Indicator 3: *Populations of flagship species in the project area:* - *Lion:* - *Elephant:* - *Buffalo:*	*Lions (2016): 267[112];* *Elephants (2014): 11,656 (LC level: 9,398, UC level: 13,915)[113]* *Buffalo (2014): 6,330 (LC level: 2,552, UC level: 10,107)[114]*	*Lions: >=267;* *Elephants: >=11,656 (LC level: 9,398, UC level: 13,915);* *Buffalo: >=6,330 (LC level: 2,552, UC level: 10,107)*	*Lions: >=267;* *Elephants: >=11,656 (LC level: 9,398, UC level: 13,915);* *Buffalo: >=6,330 (LC level: 2,552, UC level: 10,107)*	*Currently declining wildlife population will stabilize and probably increase as a result of decreased poaching and retaliatory killing in the project area* *Other environmental factors are favorable for wildlife population restoration*
	Indicator 4: *Number of individuals of flagship species poached annually in the project area:* - *Lion:* - *Elephant:* - *Buffalo:*	*Lions (2016): 1;* *Elephants (2016): 38;* *Buffalo (2016): 6[115]*	*Lions (2016): 1;* *Elephants (2016): 15;* *Buffalo (2016): 4*	*Lions (2016): 0;* *Elephants (2016): 6;* *Buffalo (2016): 2*	*Number of poached wildlife will decrease as a direct result of increased law enforcement patrolling, number of poachers' arrests and seizures of wildlife products*
Outcome 1 ***Increased national capacity for IWT control and integrated wildlife and woodland***	**Indicator 5:** *Capacity of National Enforcement Agencies to control IWT (UNDP Capacity scorecard, %): ZPWMA*	*49%*	*60%*	*70%*	*ZPWMA officers, police, judiciary and prosecutors will use knowledge and tools provided by the project to achieve better results in law enforcement of*
	Indicator 6: *Results of IWT law enforcement*				

[112] A. Loveridge, WildCRU, 2016. pers. comm. Estimates for total area of Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande SA, Dande communal land, and Hurungwe Muckwichi

[113] Dunham, K.M. Mackie, C.S. & Nyaguse, G. 2015. *Aerial Survey of Elephants and other Large Herbivores in the Zambezi Valley (Zimbabwe): 2014*. Great Elephant Census, Vulcan Inc., Seattle, WA, USA. 118 pp. The population data will be updated in 2018 on the aerial survey funded by the project.

[114] Dunham, K.M. Mackie, C.S. & Nyaguse, G. 2015. *Aerial Survey of Elephants and other Large Herbivores in the Zambezi Valley (Zimbabwe): 2014*. Great Elephant Census, Vulcan Inc., Seattle, WA, USA. 118 pp. The population data will be updated in 2018 on the aerial survey funded by the project.

[115] ZPWMA 2017. Station Reports for 2016. Data for total area of Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande SA, Dande communal land, and Hurungwe Muckwichi. The baseline will be updated on the Year 1 of the project implementation (see Output 4.1)

management	*at national level:* - *annual number seizures;* - *annual number of arrests;* - *annual number of successful prosecutions on poaching and IWT*	*299*[116] *550* *331*[117]	*Law enforcement parameters increased by at least 15%*	*Law enforcement parameters increased by at least 30%*	*wildlife crimes;* *Government and other donors provide adequate support to law enforcement agencies to fight wildlife crime*
Outcome 2 ***Improved capacity of PA network and CAMPFIRE Wildlife Conservancies to protect globally significant biodiversity of the mid-lower Zambezi region over a total area of 1,616,900 ha***	**Indicator 7:** *Total area under improved CBWM in the project area (established CWC with implemented Wildlife Adaptive Management plans), ha*	*0*	*180,000*	*334,500*[118]	*Local communities, RDCs, and Safari Operators embrace of the new CWC model and support their establishment;* *Local and global market systems will be conducive for the CWC model to provide more benefits to local communities compared to traditional CAMPFIRE Wildlife Area model*
	Indicator 8: *METT score for targeted PAs:* - *Mana Pools NP:* - *Charara SA:* - *Hurungwe SA:* - *Sapi SA:* - *Chewore SA:* - *Dande SA:* - *Doma SA:*	 *57* *43* *40* *41* *48* *40* *39*	 *67* *53* *50* *51* *58* *50* *49*	 *77* *63* *60* *61* *68* *60* *59*	*PA staff and CWCs will use knowledge, tools and equipment provided by the project to improve the PA management and achieve higher results in law enforcement* *A supportive Parks administrative/governance system will continue to be in place*
	Indicator 9: *Results of IWT law enforcement in the project area:*	*2016:*	*Law enforcement parameters increased*	*Law enforcement parameters increased by at least*	

[116] 76 elephant tusks, and 179 pieces of ivory; 36 live pangolins; 8 pangolin trophies (ZPWMA Annual Report 2016)

[117] ZPWMA 2016. ZPWMA Annual Report 2016

[118] Total area of six target CWCs that are going to be established and supported by the project

	- *annual intensity of patrolling (inspector/days);* - *annual number seizures;* - *annual number of arrests;* - *annual number of successful prosecutions on poaching and IWT*	*- 17,601;* *- 85;* *- 42;* *- 18*[119]	*by at least 30%*	*60%*	
Outcome 3 ***Increased area under sustainable management and increased benefits for local communities from CBWM, SFM and SLM in established CWCs***	**Indicator 10:** *Average annual revenue from CBWM, SFM and SLM per target CWC, $US:* - *Pfundundu:* - *Mukwichi:* - *Mbire North:* - *Karinyanga:* - *Kanyurira/Masoka:* - *Mavhuradonha:???*	*2016*[120]*:* *0* *0* *450,000*[121] *56,427* *77,083* *19,000*	*CWC revenue increase by at least 10% for Mbire North, Kanyurira/Masoka, and Karinyanga* *At least 10,000 for Pfundundu and Mukwichi each*	*CWC revenue increase by at least 20% for Mbire North, Kanyurira/Masoka, and Karinyanga* *At least 20,000 for Pfundundu and Mukwichi each*	*CWC will be able to generate higher income for local communities than traditional CAMPFIRE Wildlife Area model* *Local people will remain attracted to the options introduced by the project and actively use opportunities provided by the project to develop sustainable livelihood and generate additional income from SLM and SFM* *CBWM, SLM and SFM activities provide safe and sufficient income to local people to give up poaching and unsustainable forest and land management*
	Indicator 11: *Total area of restored woodlands, ha:*	*0*	*2,000*	*6,000*	
	Indicator 12*: Total volume of CO2 mitigated in the project area (tCO2eq)*	*0*	*300,000*	*834,819*[122]	
	Indicator 13: *Number of national and district development plans that address biodiversity and ecosystem management and climate risk management*	*1*[123]	*2*	*3*	
Outcome 4 ***Lessons learned by the project through participatory M&E and***	**Indicator 14:** *Number of the lessons on IWT control and CBNRM learned by the project that used in other national and international projects*	*0*	*>=2*	*>=5*	*GWP projects and other projects in Africa are interested to use lessons learned by this GEF project;*

[119] ZPWMA 2017. Station reports 2016. Data for total area of Mana Pools NP, Chewore SA, Sapi SA, Hurungwe SA, Charara SA, Doma SA, Dande SA
[120] Data provided by Hurungwe, Mbire and Muzarabani RDCs
[121] ~ USD 450,000 for entire area of Mbire North and Dande SA) that includes Chapoto under same management system (McCallum Safaris report 2016)
[122] See Annex XX. FAO ExAct Tool for the project
[123] Only Mbire District currently has natural resources management plan, but it needs serious update based on the RBM concept to make it implementable

gender mainstreaming are used nationally and internationally					*Other projects make reference to the GEF project if they use its experience and lessons;* *Women have high interest to the project participation to improve their livelihood and social status*
	Indicator 15: *% of women among the project participants directly benefiting from the project activities*	*0*	*>=30%*	*>=40%*	

VI. MONITORING AND EVALUATION 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. Supported by Component 4 *Knowledge Management, M&E and Gender Mainstreaming*, the project monitoring and evaluation plan will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office 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[124].

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.[125]

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. ESMP, gender mainstreaming strategy, stakeholder engagement and communication plan) 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

[124] See https://www.thegef.org/gef/policies_guidelines
[125] See https://www.thegef.org/gef/gef_agencies

findings outlined in the project terminal evaluation report and the management response.

Project Implementing Partner: The Implementing Partner (Ministry of Environment Water and Climate) is responsible for providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

UNDP Country Office: The UNDP Country Office in Zimbabwe 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 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 as per UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.[126]

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 strategy and 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

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

log; SESP, Environmental and Social Management Plan and other safeguard requirements; project grievance mechanisms; 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 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 GWP GEF Tracking Tool will be used to monitor global environmental benefits. The baseline/CEO Endorsement GWP GEF Tracking Tool(s) – submitted as Annex B to this project document – will be updated by the Project Manager/Team (not the evaluation consultants hired to undertake the *MTR* or the TE) and shared with the mid-term review consultants and terminal evaluation consultants before the required review/evaluation missions take place. The updated GEF Tracking Tool(s) 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.

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

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[127] (US$)		Time frame
		GEF grant	Co-financing[128]	
Inception Workshop	UNDP Country Office	USD 10,000	USD 5,000	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	UNDP Country Office	None	None	Quarterly, annually

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

[128] UNDP co-financing

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[127] (US$)		Time frame
		GEF grant	Co-financing[128]	
the UNDP POPP				
Risk management	Project Manager Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	**Per year:** USD 30,000 in average **Total:** USD 180,000[129]	**Per year:** USD 44,000 in average **Total:** USD 264,000[130]	Annually before PIR
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 5,000 **Total:** USD 30,000	None	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager	**Per year:** USD 20,000 **Total:** USD 120,000	None	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP Country Office	None	**Per year:** USD 4,000 **Total:** USD 24,000[131]	On-going
Stakeholder Engagement Plan	Project Manager UNDP Country Office	None	**Per year:** USD 4,000 **Total:** USD 24,000	On-going
Gender Action Plan (Strategy)	Project Manager UNDP Country Office UNDP GEF team	**Per year:** USD 10,000 **Total:** USD 60,000	None	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office	None	**Per year:** USD 4,000 **Total:** USD 24,000[132]	On-going

[129] Includes also two aerial wildlife population surveys in 2019 and 2023, and two lion camera-trapping surveys in 2021 and 2023 in the project area

[130] UNDP co-financing for aerial wildlife population surveys and lion camera-trapping surveys

[131] UNDP co-financing

[132] UNDP co-financing

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[127] (US$)		Time frame
		GEF grant	Co-financing[128]	
Project Board meetings	Project Board UNDP Country Office Project Manager	**Per year:** USD 5,000 **Total:** USD 30,000	**Per year:** USD 5,000 **Total:** USD 30,000	At minimum annually
Supervision missions	UNDP Country Office	None[133]	None	Annually
Oversight missions	UNDP-GEF team	None[133]	None	Troubleshooting as needed
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	*Project Manager*	USD 5,000	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 15,000	USD 10,000	*Between 2nd and 3rd PIR.*
Terminal GEF Tracking Tool to be updated	Project Manager	USD 5,000	None	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 25,000	USD 10,000	At least three months before operational closure
Translation of MTR and TE reports into English	UNDP Country Office	0	0	*As required. GEF will only accept reports in English.*
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		*USD 480,000 (4.8% of the GEF budget)*	*USD 391,000*	

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism: The project will be implemented following UNDP's **national implementation modality** (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Zimbabwe, and the Country Programme.

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

IMPLEMENTING PARTNER

The **Implementing Partner** for this project is the Ministry of Environment, Water and Climate (MEWC). The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.

The Implementing Partner is responsible for:

- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

The Implementing Partner will also appoint a National Project Director. The National Project Director (NPD) is responsible for ensuring the smooth implementation of the project in line with planned project objective and outcomes. The NPD should ideally be a senior officer within the IP and will be a member of the Project Board (PB). The NPD will provide strategic support as needed to the project and with assistance from the Project Manager will also be responsible for ensuring cooperation, collaboration and efficient implementation of the project by the Responsible Parties and project partners and reporting on project progress to the PB and for coordinating the flow of results and information from the project to the Project Board. The function of the NPD is not funded through the project.

PROJECT BOARD

The Project Board (also called Project Steering Committee) co-chaired by the MEWC and UNDP is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievances. 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 PB will comprise not more than ten (10) representatives drawn from relevant line Ministries, Government departments, civil society organizations, UN agencies, private sector, research and academic institutions. Potential members of the Project Board are reviewed and recommended for approval during the Local Project Appraisal Committee (LPAC) meeting before project implementation. Potential Project Board members for this project include representatives of the following organizations:

- ZPWMA,
- EMA,
- Forestry Commission,
- CAMPFIRE Association,
- Hurungwe, Mbire and Muzarabani RDCs,
- NGOs (e.g. AWF, Tashinga Initiative, Kariba REDD+ Project, Zambezi Society, SAFIRE, ICCF),
- Private Sector (Safari Operators, Zimbabwe Tobacco Association, Tree Eco Ltd.),
- National GEF SGP
- Academia/Research Institution

The Project Manager (PM) will be an ex officio member of the PB and will serve as secretary to the Board.

The Project Board will meet after the Inception Workshop and twice each year thereafter. Attendance of the PB meetings will be monitored and attendance rate of the delegated people is expected to be no less than 80%.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on Project Manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions.

The Project Board will include the following roles:

Executive: The Executive is an individual who represents ownership of the project who will chair the Project Board. This role will be held by the Permanent Secretary of the MEWC and can be delegated to the National Project Director. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and suppler.

Specific Responsibilities of the Executive (as part of the above responsibilities for the Project Board):

- Ensure that there is a coherent project organization structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organise and chair Project Board meetings.

Senior Supplier: The Senior Supplier is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role. The Senior Suppler for this project is the UNDP Zimbabwe Country Office Director who may delegate this role to the Assistant Resident Representative. Specific Responsibilities the Senior Supplier (as part of the above responsibilities for the Project Board) are following:

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes;

- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

Senior Beneficiary: The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiaries for this project will be a representative of the Ministry of Local Government, Rural Development and National Housing (MLGRDC) as a representative of local communities (ultimate beneficiaries of the project).

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria and ensures accountability of project implementers for project results, This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities of the Senior Beneficiary (as part of the above responsibilities for the Project Board):

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

PROJECT MANAGER

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Project Board.

Specific responsibilities of the Project Manger include:

- Provide direction and guidance to project Responsible Parties;
- Liaise with the Project Board to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures;

- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation;
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the GEF PIR and relevant GWP reports and submit the final report to the Project Board;
- Based on the GEF PIR and the Project Board review, prepare the AWP for the following year.
- Ensure the mid-term review process is undertaken as per the UNDP guidance, and submit the final MTR report to the Project Board.
- Identify follow-on actions and submit them for consideration to the Project Board; and
- Ensure the terminal evaluation process is undertaken as per the UNDP guidance, and submit the final TE report to the Project Board.

PROJECT MANAGEMENT UNIT

A Project Management Unit (PMU) will be established and housed at the MEWC and led by a Project Manager. The PMU will assume the day-to-day management of project operations, including implementation of activities and accountability for the delivery of the project's outputs and preparation of quarterly and annual work plans and reports, in direct collaboration with the Responsible Parties under the guidance of the Project Board. The PMU will also be staffed by a Monitoring & Evaluation and Knowledge Management Officer; a Financial Accounting Officer; and a Project Assistant.

The TORs for the Project Manager, Financial Accounting Officer, Monitoring & Evaluation and Knowledge Management Officer and the Project Assistant included in Annex E.

RESPONSIBLE PARTIES (RPs)

These are entities selected to act on behalf of the Implementing Partner on the basis of a written agreement or contract to provide services using the project budget to implement different outputs of the project. There are four RPs for this project:

- **ZPWMA** will be responsible for delivery of Outputs 1.1 -1.5 and 2.1**;**
- **CAMPFIRE Association** – delivery of Output 2.2;
- **Forestry Commission** – delivery of Outputs 3.1, 3.3, and 3.5;
- **UNDP CO** – delivery of Outputs 1.6, 3.2, and 3.4

All Responsible Parties will be accountable for Outputs 4.1-4.3 under their responsibilities coordinated by the Monitoring & Evaluation and Knowledge Management Officer and Project Manager. Mandatory HACT assessment for each RP will be conducted by the UNDP CO as a first priority during project inception. Draft Terms of reference for Responsible Parties are in the Annex E.

The RPs will directly collaborate with the project partners and local communities to deliver relevant project Outputs and select appropriate sub-contractors to implement relevant project activities based on the UNDP requirements. The Project Partners will be selected by the PMU via consultations with relevant RP through a competitive process as guided by UNDP Guidelines or through GEF SGP call for proposals where applicable, and approved by the National Project Director. For Outputs 1.6, 3.2 and 3.4 the project will use UNDP Micro-Capital Grants supported by National GEF SGP's mechanism for selection of projects/grantees and monitoring

of the grant project implementation.

Project Assurance: UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance role is covered by the GEF Agency, particularly by the Head of Unit Poverty Reduction, Environment and Climate Change, UNDP Zimbabwe, for this project.

Governance role for project target groups: To involve local communities in the decision-making process, direct project implementation, and M&E the project will establish a **Technical Committee** in the project area that will consists from representatives of RPs, target Conservancies, RDCs staff, NGOs actively present in the project area, and private sector. The Technical Committee will have meetings twice a year before the Project Board meeting to review the project progress under Components 2 and 3, extract key lessons, plan project activities, review community concerns and grievances and provide recommendations to the PB, PMU, and RPs. The Technical Committee will ensure coordination among all stakeholders and their involvement in the participatory project M&E and management under PMU and RPs' guidance. The Technical Committee recommendations will be reviewed and taken into consideration by the PB at its meetings as well as by the Project Management Unit (PMU). Members of the Technical Committee will be selected at the Inception phase of the project. The locations of Technical Committee meetings will be determined during the project implementation in the project area. See Fig. 8 below for the project management arrangements structure.

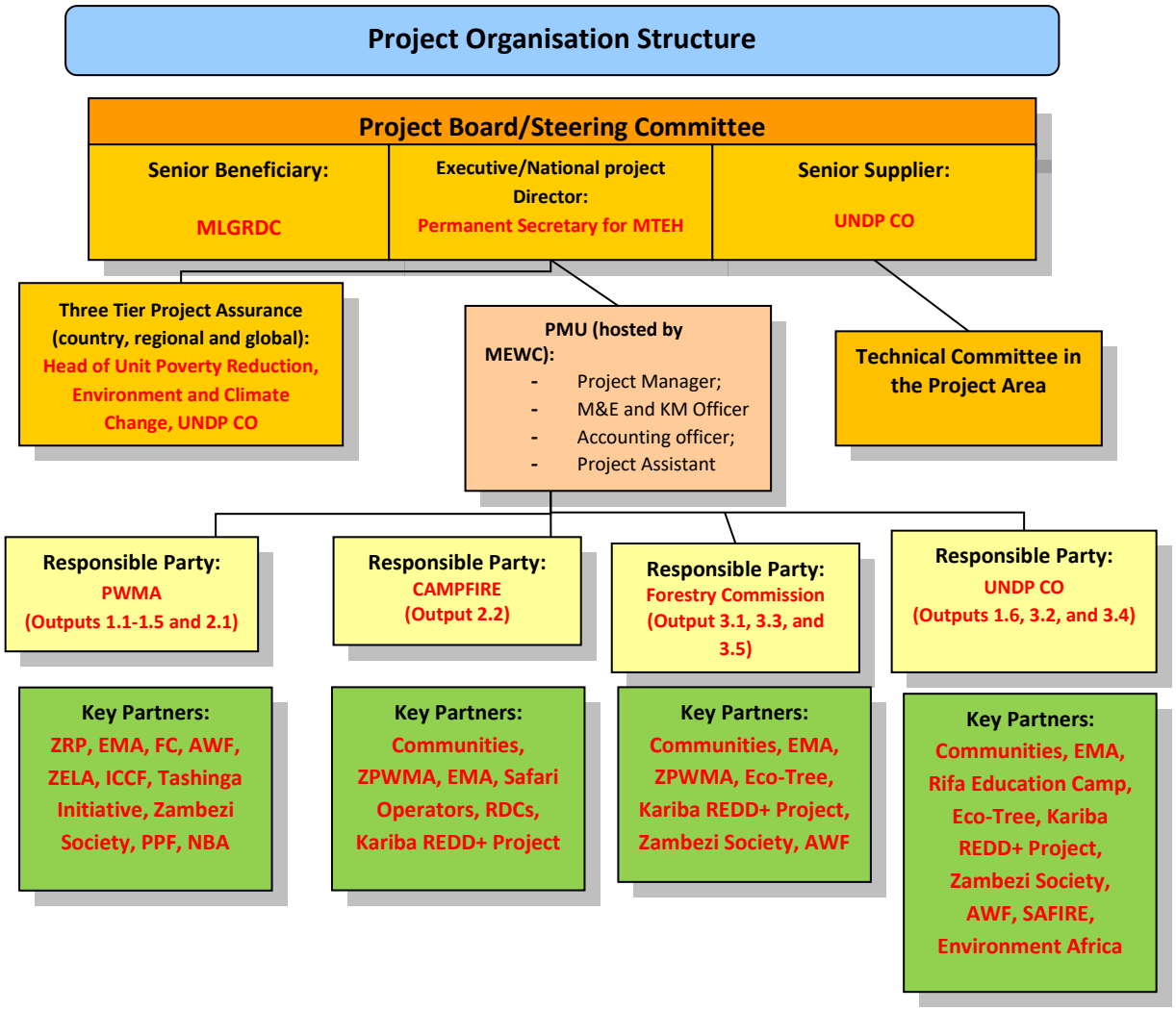

Figure 8. Project Management Arrangements

Indicative Procurement plan for the first year of the project was developed by UNDP CO and included in the Annex K.