

THE GLOBAL WILDLIFE PROGRAM PROGRESS REPORT

2021



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A Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development



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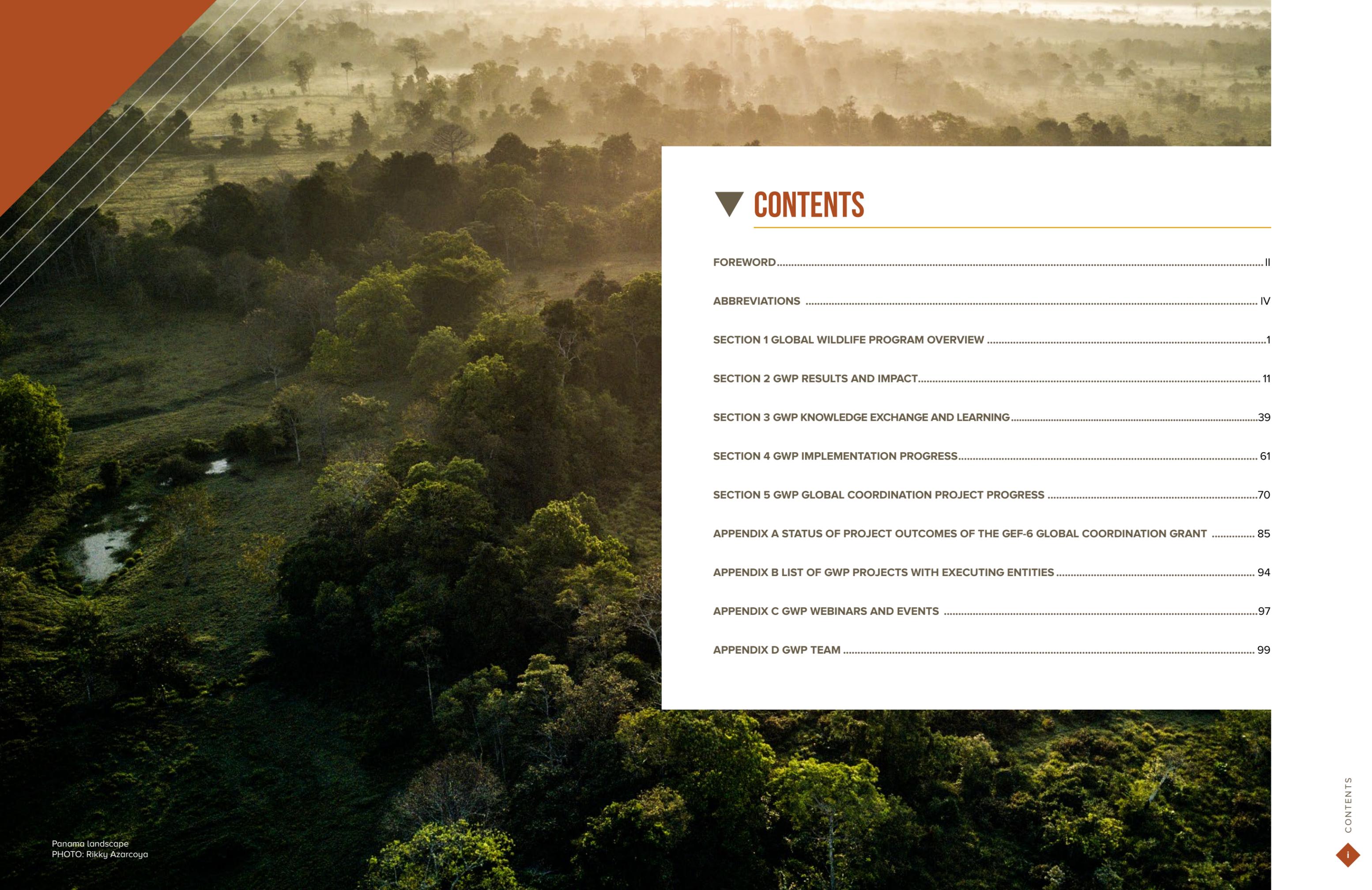
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▼ FOREWORD

Human activity has severely impacted the world's wildlife – one estimate suggests that wildlife populations have, on average, declined by two thirds over the past 50 years. Threats to wildlife and habitats from land use change, climate change, and overexploitation have intensified. The continuous demand for natural resources, fragmentation of ecosystems and relentless poaching and trafficking of wildlife present an ominous future with ripple effects on economies and our society. Yet, there are reasons to be optimistic.

Targeted and coordinated efforts across source, transit and destination countries have resulted in a decline in poaching of Africa's elephants following a peak in the early 1990s. Similarly, tiger populations in Asia are rebounding after more than a century of gradual decline. Growing recognition of the interconnectedness between wildlife and the health of ecosystems, and the economic values of wildlife – from nature-based tourism to carbon credits – is helping make the case for conservation. In parallel, innovative financing measures to address funding gaps, such as the outcome-based wildlife conservation bond recently launched in South Africa, are ramping up to support conservation of endangered species and local community development.

These results are possible through unprecedented collaboration to conserve wildlife, following greater recognition of the threat of illegal wildlife trade and its significant social, economic and environmental impacts. The deliberations on the draft post-2020 global biodiversity framework add further momentum to these efforts by recognizing diverse threats to wildlife and habitats and encouraging inclusive collaboration across countries, sectors, communities, civil society, and the private sector in response.

The Global Wildlife Program (GWP), funded by the Global Environment Facility and led by the World Bank, recognizes the importance of partnerships. It brings together 32 countries in Africa, Asia and Latin America and the Caribbean to combat illegal wildlife trade and safeguard diverse landscapes to keep ecosystems healthy, communities thriving and economies functioning. It leverages the expertise of a range of international partners – United Nations, development institutions and conservation NGOs – along with local and national partners. It recognizes the central role of Indigenous Peoples and local communities and seeks to support them as stewards of natural resources. Together, these partners are working towards the program's ambition to improve the management of 59 million hectares of land, working within and outside of protected areas at landscape level, benefit 1.9 million people and mitigate 58 million tons of carbon dioxide equivalent.

As showcased in this report, GWP projects collectively have made impressive progress to tackle threats such as illegal wildlife trade and human-wildlife conflict, and address barriers such as weak governance and inadequate livelihood opportunities. This can be seen through GWP interventions that are safeguarding globally important wildlife populations – for example, 40 GWP sites have strengthened their anti-poaching measures and, of these, 16 have already recorded a downward trend in poaching. To reduce trafficking for illegal wildlife products – 13 new or revised wildlife-related legal or regulatory instruments have been developed, along with the establishment of eight inter-agency coordination mechanisms to strengthen national law enforcement responses. Targeted

demand reduction efforts are underway to change behaviours of key consumer groups, and over 50 outreach and education campaigns on wildlife crime and wildlife conservation have been delivered. Communities are engaged in wildlife management and are helping develop wildlife-based economy initiatives – for example, 224 community-based natural resource management groups have been supported, and 44 small cooperatives have received grants for livelihoods development. To enhance human-wildlife coexistence, five human-wildlife conflict strategies and management plans have been prepared, and 440 community members have been trained in human-wildlife conflict prevention and mitigation. These are a few of the impactful results across the GWP, with many more listed in the report.

These achievements are even more impressive given the ongoing impacts of the COVID-19 pandemic. GWP projects have shown tremendous fortitude in dealing with these changing circumstances. Eight of the 32 countries are working in fragile and conflict-affected situations, where heightening risks are presenting significant challenges to project effectiveness and sustainability. The report outlines some of these challenges but more broadly, highlights the knowledge sharing lessons from GWP project teams and partners that will be valuable to practitioners in the conservation and development sector. Sharing this knowledge and facilitating learning between projects reflects the GWP ethos of strong partnerships and collaboration.

Over 200 project team members and partners involved in GWP coordination are recognized in this report. They have worked tirelessly to advance conservation and development, and we are tremendously grateful for their hard work and commitment. We take pride in knowing that the GWP community has shown resilience, strength, and passion for a purpose greater than each individual project and we look forward to further supporting this programmatic exchange and learning.

Finally, the progress made by GWP offers valuable insights as we embark on a new GEF replenishment. The inclusion of a Wildlife Conservation for Development Integrated Program within GEF-8 provides the opportunity to build off GWP's efforts in connecting wildlife conservation with socio-economic outcomes. The renewed focus on Healthy Planet, Healthy People will enable the delivery of integrated approaches across landscapes and seascapes, that recognize that wildlife conservation underpins healthy ecosystems which in turn support human wellbeing.

We look forward to further collaboration and achieving impact for wildlife, people, and planet.



Gustavo Fonseca, Director of Programs,
Global Environment Facility



Valerie Hickey, Global Director,
Environment, Natural Resources and Blue Economy, World Bank

▼ ABBREVIATIONS

ADB	Asian Development Bank
ANAC	National Administration for Conservation Areas
CEO	chief executive officer
CI	Conservation International
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMP	collaborative management partnership
DENR-BMB	Department of Environment and Natural Resources- Biodiversity Management Bureau
DNA	deoxyribonucleic acid
FY	fiscal year
Gakkum	Directorate General of Law Enforcement on Environment and Forestry
GEF	Global Environment Facility
GPS	global positioning system
GWP	Global Wildlife Program
HWC	human-wildlife conflict
ICCWC	International Consortium on Combating Wildlife Crime
IMO	International Maritime Organization
IWT	illegal wildlife trade
IUCN	International Union for Conservation of Nature
METT	Management Effectiveness Tracking Tool
PortMATE	Port Monitoring and Anti-Trafficking Evaluation Tool
SMART	Spatial Monitoring and Reporting Tool
tCO₂-eq	tons of carbon dioxide equivalent
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
WBE	wildlife-based economy
WCO	World Customs Organization
WCS	Wildlife Conservation Society
WEN	Wildlife Enforcement Network
WildLEAP	Wildlife Law Enforcement Action Plan
WWF	World Wildlife Fund



Photo: Efimova Anna/Shutterstock



Rhododendron forest, Bhutan
PHOTO: Ngawang Gyeltshe/UNDP

The World Bank serves as the lead agency for GWP, coordinating all projects under the program. The World Bank also supports a [knowledge platform](#) that facilitates the exchange of knowledge, encourages the sharing of lessons, and promotes bilateral and regional cooperation between GWP projects.

Seven GEF Agencies support governments in developing and implementing projects under the GWP: the Asian Development Bank (ADB), Conservation International (CI), International Union for Conservation of Nature (IUCN), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), the World Bank, and World Wildlife Fund (WWF).

Close partners of the program include the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Secretariat, TRAFFIC, WildAid, and the Wildlife Conservation Society (WCS). Government ministries, nongovernmental organizations, and a range of other local partners serve as executing entities that steer the progress and ensure the successful delivery of GWP projects in each country.

SECTION 1 GLOBAL WILDLIFE PROGRAM OVERVIEW

The Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development, known as the Global Wildlife Program (GWP), aims to combat illegal wildlife trade (IWT) and promote wildlife-based economies (WBEs) for resilient development. The GWP addresses growing threats to wildlife and sustainable development, such as poaching, trafficking, human-wildlife conflict (HWC), and insufficient livelihood opportunities for Indigenous Peoples and local communities living alongside wildlife.

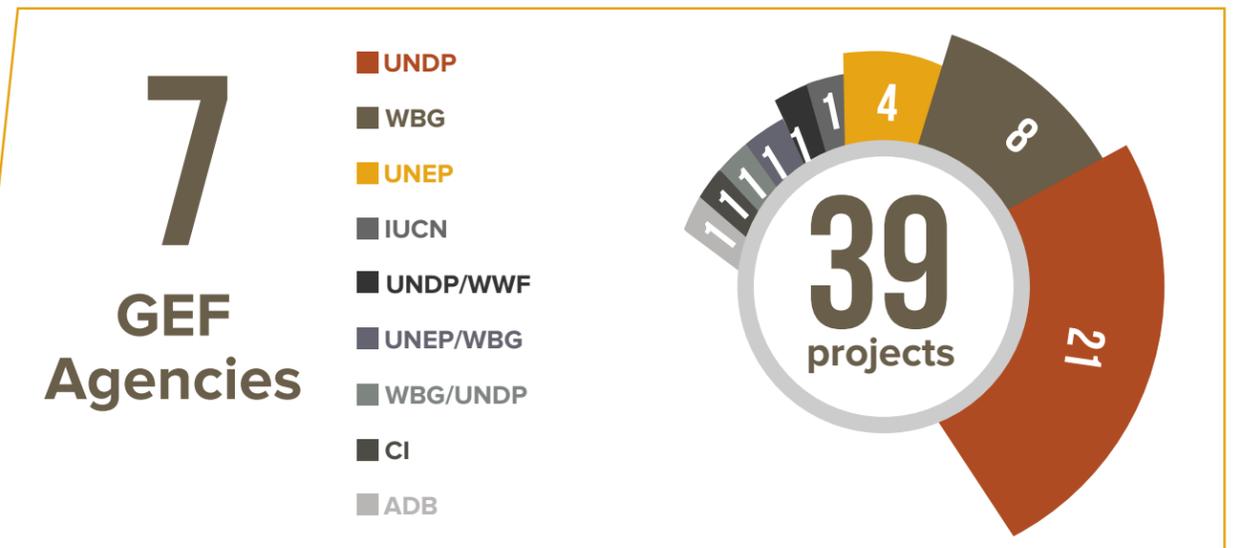
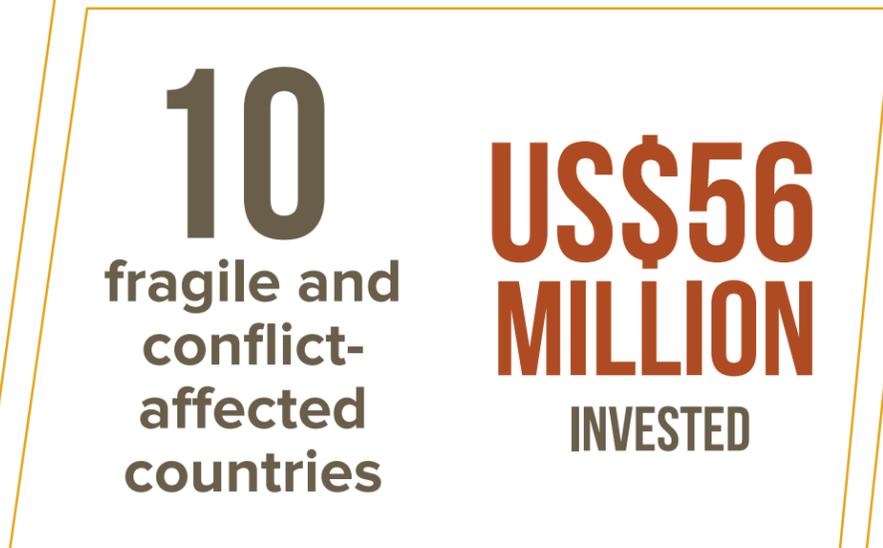
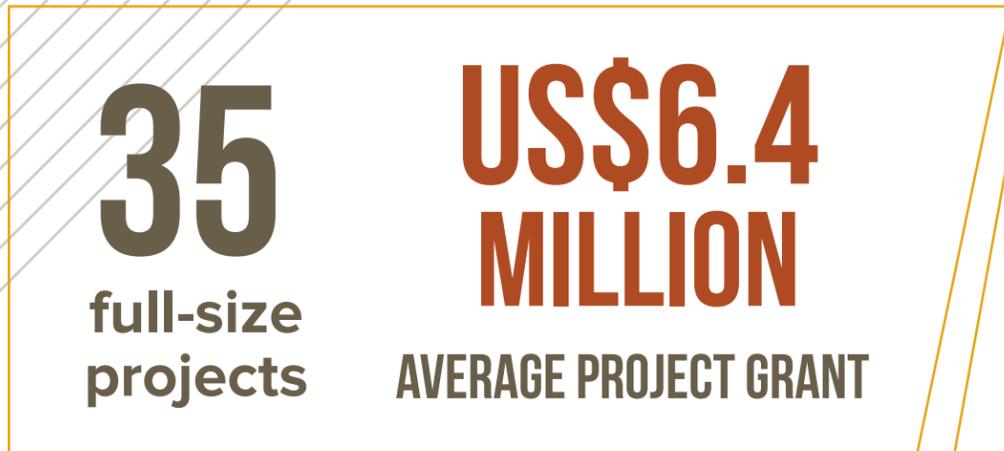
GWP is funded by the Global Environment Facility (GEF) through US\$230 million in grants, leveraged by an additional US\$1.36 billion in co-financing (figure 1.1). A total of 39 projects have been approved through the GEF's sixth (GEF-6) and seventh (GEF-7) replenishment phases: 37 national projects and 2 global coordination projects (map 1.1).

GWP is a diverse partnership of 32 countries, government agencies, international and national organizations, local authorities, and community groups. Together, these stakeholders implement GWP projects across Africa, Asia, and Latin America and the Caribbean and share their knowledge, experiences, and expertise on protecting wildlife and promoting sustainable development.



Ecuador
PHOTO: Galo Zapata-Ríos/WCS

FIGURE 1.1 • GLOBAL WILDLIFE PROGRAM IN NUMBERS



GWP APPROACH

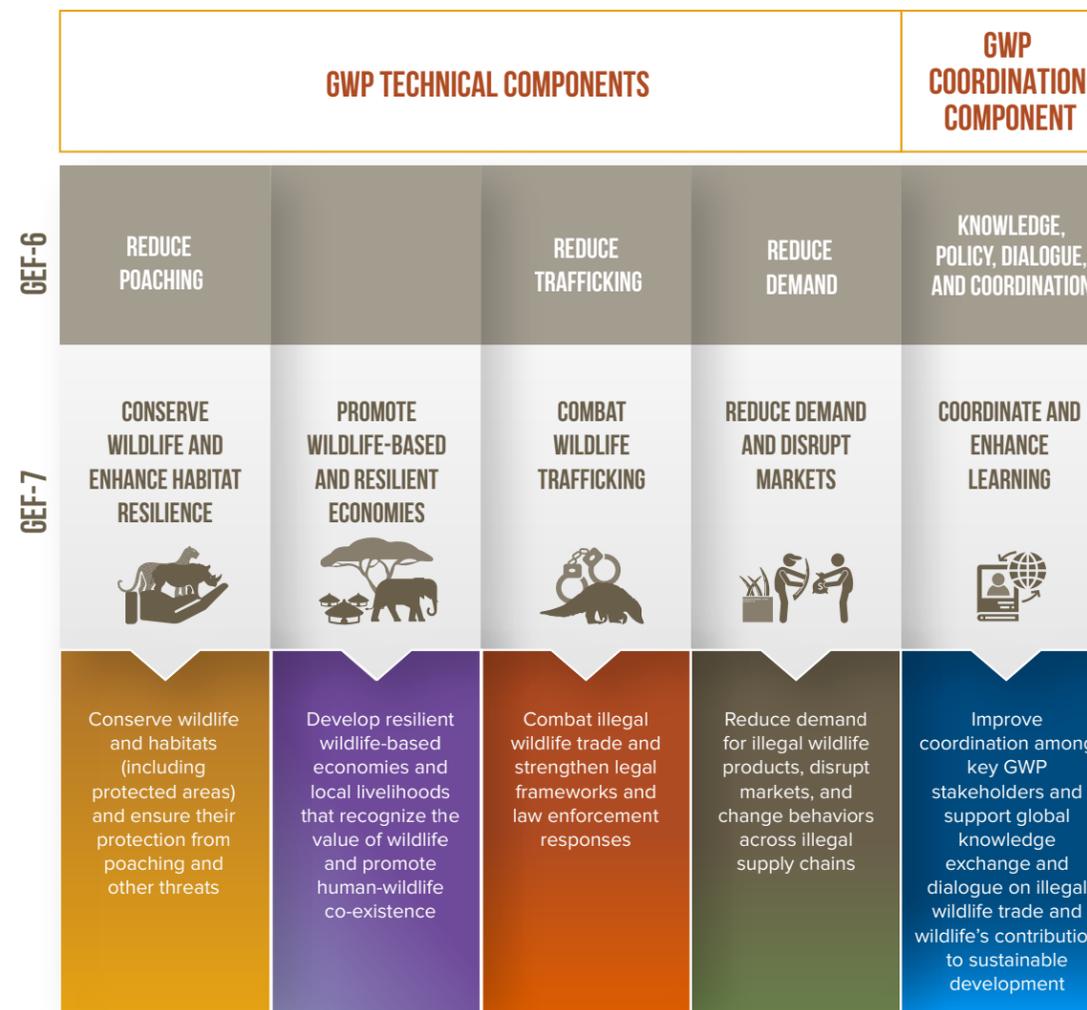
GWP seeks to prevent the extinction of known threatened species and promote wildlife conservation for sustainable development. It aims to partner with, incentivize, and empower Indigenous Peoples and local communities so that they share in the benefits from conservation.

The program is delivered in two phases. Phase I started in 2015 and was expanded in 2016, when the GEF Council approved 21 projects and US\$131 million in funding from GEF-6. This phase included 20 national projects in Africa and Asia and 1 global project executed by UNDP and the World Bank. Phase II of the program was approved by the GEF Council in 2019, adding 18 more projects and US\$99 million in funding from GEF-7. Of these, 17 are national projects in Africa, Asia, and Latin America and the Caribbean, and 1 is a global coordination project executed by the World Bank.

The GWP's approach to promoting wildlife conservation and preventing wildlife crime for sustainable development is structured around four technical components and one program coordination component, as shown in figure 1.2. Both phases of the program have emphasized reducing wildlife poaching, trafficking, and demand. The WBE component was added in GEF-7 to expand the program's focus on securing broader economic benefits from conserving wildlife and their habitats.

Through its knowledge platform, the global coordination grant brings together project teams to facilitate knowledge exchange, share lessons, and accelerate the uptake of tools and resources that support the implementation and achievement of project activities. The knowledge platform also supports coordination between national projects, including bilateral and regional events, promotes donor coordination, strengthens partnerships, and creates communication tools that raise awareness of wildlife conservation across a wide range of audiences.

FIGURE 1.2 • GWP Framework Integrating GEF-6 and GEF-7 Components



EXPECTED CONTRIBUTION TO GLOBAL ENVIRONMENTAL BENEFITS

Through a wide range of planned activities, GWP projects are collectively aiming to achieve the following impacts:

- 
59 million hectares of land under improved or sustainable management practices both in protected areas and in broader landscapes
- 
58 million tons of carbon dioxide equivalent (tCO₂-eq) in greenhouse gas emissions mitigated
- 
1.9 million direct beneficiaries of the GEF investment.



Lion cubs, Ruaha National Park, Tanzania
PHOTO: Gregoire Dubois/Flickr

The GWP projects contribute to five GEF Core Indicators. The targets shown below are indicative only, as the GWP comprises projects approved under two GEF replenishments. Some projects are yet to be endorsed, and some have not formally transitioned to using Core Indicators. All targets will be validated and updated as the projects are endorsed or as they begin using Core Indicators as part of their reporting.

Core Indicator 1: terrestrial protected areas created or under improved management
Indicative Target: 45 million hectares

- GEF-7: 21.6 million hectares or 11% of the total GEF-7 target of 200 million hectares
- GEF-6: 23.4 million hectares (*estimated*)

Core Indicator 3: area of land restored
Indicative Target: 107,206 hectares

- GEF-7: 100,000 hectares or 1.6% of the total GEF-7 target of 6 million hectares
- GEF-6: 7,600 hectares (*estimated*)

Core Indicator 4: area of landscapes under improved practices (excluding protected areas)
Indicative Target: 14.1 million hectares

- GEF-7: 3.6 million hectares or 1.1% of the total GEF-7 target of 320 million hectares
- GEF-6: 10.5 million hectares (*estimated*)

Core Indicator 6: greenhouse gas emissions mitigated
Indicative Target: 45 million tons of carbon dioxide equivalent (tCO₂-eq)

- GEF-7: 31 million tCO₂-eq or 2.1% of the total GEF-7 target of 1.5 million tCO₂-eq
- GEF-6: 27.4 million tCO₂-eq (*estimated*)

Core Indicator 11: number of direct beneficiaries as co-benefit of GEF investment
1.9 million direct beneficiaries expected

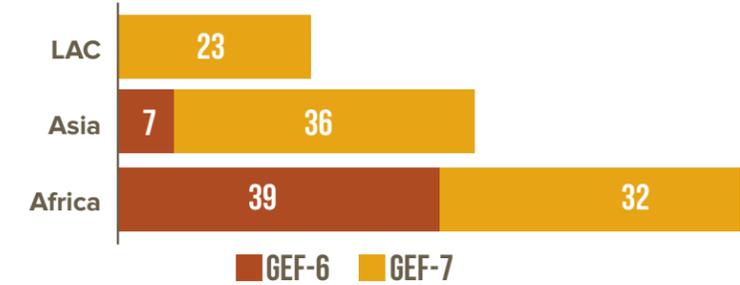
- GEF-7: 1.1 million or 0.5% of 190 million beneficiaries expected under GEF-7
- GEF-6: 0.78 million (*estimated*)

GWP-SUPPORTED PROJECT SITES, PROTECTED AND CONSERVED AREAS, AND SPECIES

GWP operates in more than 150 project sites, representing a range of ecosystems across three regions. Project sites include 137 protected and conserved areas, covering 42 million hectares, where targeted measures of management effectiveness will be implemented and tracked through the Management Effectiveness Tracking Tool (METT). Additional activities are implemented in many other

protected and conserved areas; however, these sites are not included below as no METTs are used to measure the progress. Of 137 protected and conserved areas, 71 (52 percent) are in Africa, 43 (31 percent) are in Asia, and 23 (17 percent) are in Latin America and the Caribbean. Through this work, GWP contributes extensively to strengthening the global estate of protected and conserved areas.

GEOGRAPHIC DISTRIBUTION OF THE GWP-SUPPORTED PROTECTED AND CONSERVED AREAS, SITES USING METTS



THE EXTENT OF PROTECTED AND CONSERVED AREAS

35.4 million hectares in Africa
6.3 million hectares in Asia
0.3 million hectares in LAC

NUMBER OF PROTECTED AND CONSERVED AREAS BY BIOME

132 terrestrial
5 marine or freshwater

NUMBER AND TYPES OF PROTECTED AND CONSERVED AREAS SUPPORTED BY GWP, USING METTs

41 national parks	8 forest reserves
14 nature reserves	4 Ramsar sites
18 wildlife sanctuaries or reserves	3 World Heritage sites
12 game reserves and safari areas	3 private reserves
	34 under other designations

These diverse landscapes span many types of globally significant and fragile ecosystems and are some of the last viable habitats for globally threatened wildlife.

GWP supports conservation of species including African and Asian elephant, black and white rhinoceros, caracal, clouded leopard, fishing cat, jaguar, lion, pangolin, snow leopard, Sumatran and Malayan tiger.



PHOTO: Kev Gregory/Shutterstock

SECTION 2 GWP RESULTS AND IMPACT

This section provides an overview of the main results delivered by 20 GWP projects that are under implementation and had submitted at least one project implementation report at the end of fiscal year 2021 (FY2021).¹ The period under review continued to present challenges for project implementation due to a convergence of impacts from the ongoing COVID-19 pandemic, sociopolitical conflict and fragility, and associated economic decline in several GWP countries. However, while much of the operational work has slowed down, GWP projects continue to make strong progress, as evidenced by the impressive range of achievements shown on the following pages

Most projects in the GEF-6 cohort are now entering their third or fourth year of implementation. Of note, most projects have been operating within the COVID-19 pandemic for around half of their implementation, making the highlighted results even more remarkable. Selected achievements made across the GWP technical components and notable results from FY2021² are shown in a visual summary of the GWP impact in figure 2.1, followed by a more detailed discussion of results.

¹ The GEF fiscal year runs from July 1 to June 30 of each calendar year. The GWP projects that were under implementation and had submitted a project implementation report at the end of FY2021 are Afghanistan, Botswana, Cambodia, Chad, the Republic of Congo, Ethiopia, Gabon, India SECURE, Indonesia CIWT, Kenya, Malawi, Mali, Mozambique, the Philippines, South Africa, Thailand, Vietnam, Zambia, Zimbabwe, and the GEF-6 global coordination project.

² Results are based on cumulative data from the start of GWP until the end of June 2021. The data were collated from several sources, including the project implementation reports submitted by projects to the GEF Secretariat as part of their annual reporting, mid-term reviews, and terminal evaluations completed in FY2021.



PHOTO: Eurospiders, Pond5

FIGURE 2.1 • Highlights of GWP Impact (Cumulative, as of the End of FY2021)



REDUCE POACHING

PROTECT WILDLIFE

16 project sites recorded a **decline in poaching of key species**

40 project sites with strengthened **anti-poaching measures**

14 **wildlife and biodiversity surveys and assessments** completed

5 countries implementing integrated measures to protect **human, animal, and ecosystem health**

CONSERVE HABITAT

13 **protected areas** reporting improved management effectiveness

20 **protected or conserved area management plans** developed or revised and 22 plans being prepared

5 **integrated landscape management plans** developed and 25 being prepared

10 **community conservation areas** and **1** Ramsar site established



REDUCE TRAFFICKING

13 **new or revised wildlife-related legal or regulatory instruments supported**

3 **new or revised strategies drafted** to enhance national abilities to fight wildlife crimes

11 **trade seaports** where anti-trafficking capacities were assessed or strengthened

10,738 law enforcement, criminal justice, and wildlife management staff **trained** in addressing wildlife crime

8 **interagency coordination mechanisms** established and **5** strengthened

5 countries with **improved transboundary collaboration**

10 **joint law enforcement operations and 3 investigations** conducted (subnational, national, or transnational)

10 **countries equipped with specialized technologies** and tools (databases, apps, forensic labs)

PROMOTE WILDLIFE-BASED AND RESILIENT ECONOMIES



PROMOTE NATURE-BASED ECONOMIES

9 countries implementing **nature-based tourism** initiatives

44 small cooperatives and community-based organizations received **small grants**

224 **community-based natural resources management groups** created or supported

8 countries with **community rangers and wildlife monitoring**

US\$1.7 million in **small grants** to diversify livelihood options

5 **collaborative management partnerships** for protected areas supported

11 **community agreements** on sustainable use of resources formalized

5 **HWC strategies and management plans** prepared

6 countries using interventions such as **barriers and deterrents** to prevent or mitigate HWC

5 **HWC incident reporting and registry systems, apps, or databases** developed

4 **HWC response teams** created

440 **community members trained** in HWC prevention or mitigation

3 countries carried out research to improve **HWC understanding**

ADDRESS HUMAN-WILDLIFE CONFLICT

REDUCE DEMAND



2 **demand reduction campaigns** launched to reduce purchase and consumption of illegal wildlife products

3 **consumer research studies completed** to inform demand reduction campaigns for wildlife species and products

56 **awareness, outreach, and education campaigns** on IWT and wildlife conservation



REDUCE POACHING, CONSERVE WILDLIFE, AND PROTECT HABITATS

Under this GWP technical component, projects implement initiatives that safeguard landscapes, enhance their resilience, and reduce threats to wildlife species from poaching and habitat loss. Partnerships that improve the connectivity of wildlife habitats are also pursued. The activities under this component also focus on implementing interventions that proactively engage communities in strengthening local governance mechanisms so that they can be partners in wildlife management and benefit from conservation.

27 projects (14 from GEF-6 and 13 from GEF-7)—**73 percent**—have indicators related to this component, with 11 reporting progress in 2021.

Protecting and Enhancing Habitat for Wildlife Species

A priority area for many GWP projects is preserving the habitats of threatened wildlife species, including enhancing their management and resilience. The bulk of the support focuses on strengthening the management of protected areas across all categories of governance, ranging from national parks to community, private, and state reserves, wildlife corridors, and land under other area-based conservation measures.

During this reporting period, five countries—Afghanistan, Ethiopia, Gabon, the Republic of Congo, and Zambia—recorded an improvement in the management effectiveness of 13 protected areas covering nearly 4 million hectares. This improvement is attributed to developing and implementing protected area management plans, strengthening the technical capacities of rangers and conservation area staff, providing equipment and infrastructure necessary to support routine operations, and enhancing the involvement of communities in decision making and co-management.



Tso Kar Basin, Ladakh, India
PHOTO: Siddharth Nair/GWP India

In November 2020, the Tso Kar Wetland Complex, located within the Changthang Cold Desert Wildlife Sanctuary in Ladakh, India, was formally designated a Ramsar wetland of international importance. This designation confers an enhanced level of protection on **10,000 hectares** of high-altitude Himalayan wetlands that are a vital resource used by snow leopards.

A total of 20 protected or conserved area management plans have been developed or revised since the beginning of GWP. A further 27 plans are currently under development. The management plans developed in Ethiopia, India, Mozambique, and Zambia will ensure the ecological integrity of wildlife habitats by identifying activities that will improve their overall management, enhance security, and reduce threats. This year, Ethiopia completed the general management plan for Omo National Park, bringing the total number of plans prepared under the project to four. Each plan covers 10 years

and has an accompanying 3-year action plan. All four were developed through multistakeholder participation, including local communities, to ensure more effective implementation.

Many GWP projects engage closely with communities to expand the extent of land under community management. As a result, 10 new community-conserved areas have been established to date, including five community-protected and -conserved areas and five community management zones in Cambodia, Malawi, and Mozambique. GWP projects have provided support for obtaining legal proclamations and designations, assisted with participatory mapping and zoning, and facilitated a range of public and stakeholder consultations. In Cambodia, work continues to promote and increase the share of women involved in community-level decision making and community planning and participation in protected area management. In Malawi, further efforts are needed to operationalize the management structure of Elephant Marsh, the country's first sustainable use wetland community conservation area.

Increasing Ecosystem Integrity and Improving Habitat Connectivity

In most landscapes where GWP projects work, the needs of conservation have to be integrated better with the needs of other landscape users. To address multiple, often conflicting, land uses, projects support the development of integrated landscape management and wildlife corridor management plans. To date, 5 such plans have been completed, and a further 22 are being developed. The next step for many projects is to commence implementing plans with the engagement of a wide range of stakeholders. Such engagement will ensure that the landscapes targeted under GWP are more resilient and managed more sustainably over the long term.

In FY2021, Gabon completed two out of the three planned elephant corridor management plans, one in the Loango-Moukalaba corridor and one in the Moukalaba-Mayumba corridor. The third plan—in the Mayumba-Conkouati corridor—will be finalized soon. The development of these three elephant management plans is expected to reduce human-elephant conflict by informing better land-use planning, especially for agricultural zoning.

In Mozambique, with co-financing from the Food and Agricultural Organization and the European Union, the forest master plan for the Muanza-Inhaminga corridor in Cheringoma was concluded, with the engagement of eight communities. This corridor spans 200,000 hectares and contains forest concessions; the information generated by the master plan will be used to develop other community conservancies in the Muanza District.

Two integrated management plans covering an area of 50,000 hectares were developed for buffer zones of Ethiopia's Chebera Churchura National Park and the Babile Elephant Sanctuary. The hand tools, materials, and equipment have been provided to support local households to implement priority activities from the plans. As a result, 240,000 seedlings of rare, fruit, indigenous, and fodder tree species have been planted on 30,000 hectares of degraded land. The on-the-ground activities were also supported by an awareness-raising program.

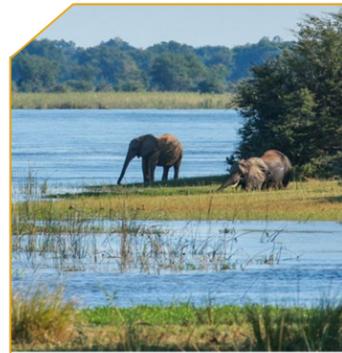


Omo National Park HQ, Ethiopia
PHOTO: Project Team/GWP Ethiopia

The elephant migratory corridor between Omo and Mago National Parks, Ethiopia, was restored when Omo National Park was re-demarcated in 2019, with project support. The demarcation was undertaken in a highly participatory process and led to an increase of the national park area to **4,775 square kilometers**, providing more habitat for elephants and other wildlife.

Reducing Poaching and Other Threats to Wildlife

Site-level enforcement staff operating within protected areas are the first line of defense against poaching and a range of other illegal activities, including forest encroachment and illegal resource extraction such as gold mining. GWP projects provide much-needed support to improve enforcement capacities so that the staff of protected areas can carry out their roles more effectively. The interventions supported include activities to strengthen the capacity of rangers to conduct patrols; infrastructure, equipment, and material support for anti-poaching units; better surveillance and monitoring; and the deployment of modern conservation technology, such as the Spatial Monitoring and Reporting Tool (SMART). Anti-poaching operations have been conducted consistently across many projects, some with the participation of local communities. As a result, 42 project sites now have stronger anti-poaching measures in place.



Savanna elephants, Lower Zambezi National Park, Zambia
PHOTO: Gregoire Dubois/Flickr

595 anti-poaching patrols, 12 arrests, and several recoveries were carried out by the Zambia's Department of National Parks and Wildlife. Construction of three staff houses and a park entry gate was commenced in Luambe National Park.

In FY2021, 16 GWP project sites recorded a downward trend in the poaching of key wildlife species. For example, Mozambique's Niassa Special Reserve recorded its third consecutive year with zero poaching of elephants. This result is attributable partly to good partnerships with the private sector concessionaires who operate within the reserve and contribute to its overall management. There was no record of illegally killed elephants in Ethiopia's Omo, Kafta Sheraro, and Chebera Chuchura National Parks—and in Mago National Park, the proportion of illegally killed elephants has been declining. Additionally, in four national parks in Gabon the number of poached elephants has declined overall since the project commenced, thanks in part to enhanced surveillance and anti-poaching missions supported by the project.

Over six months in FY2021 the operations of **Mozambique's Anti-Poaching Coordination Unit** resulted in 6 suspects arrested, 3 firearms seized, 1 vehicle seized, and 12 rounds of ammunition seized. In the Niassa Special Reserve, in FY2021, the operations included 9 investigations that led to arrests and 4 prosecutions as well as the seizure of 19 ivory tusks, 1 elephant tail, 40 nails, 60 lion teeth, and 1,564 kilograms of bushmeat.

Not all sites have recorded a decline in poaching yet, and the risk remains high. Some sites continue to experience substantial poaching and unlawful killing of wildlife due to high levels of human-wildlife conflict or an increasingly difficult economic situation exacerbated by COVID-19.



184 snares were removed in Sulawesi, Indonesia, through a successful partnership with the Directorate of Forest Protection, the Lore Lindu National Park, and local communities. To date, nearly 1,500 snares have been found and destroyed across locations in Aceh, North Sumatra, Ruiau, and Sulawesi.

Snare removal, Lore Lindu National Park, Indonesia
PHOTO: Team/GWP Indonesia CIWT

Investing in Conservation Research, Science, and Monitoring

Conservation and management actions must be guided by sound science and robust data to be effective. Many GWP projects have formed a broad range of partnerships with academia, the research community, nongovernmental organizations, and government agencies to improve their ability to collect reliable scientific data and enhance the quality of data. These partnerships are invaluable, as many projects operate in complex environments where obtaining reliable data can be particularly challenging.



42 joint patrols were conducted in national parks in Mayumba (Gabon) and Conkouati (Republic of Congo). As a result, the size of the border areas covered by joint patrols increased from 15 percent in 2017 to 45 percent in 2020.

PHOTO: Project Team/GWP Republic of Congo

At least 14 wildlife population surveys and biodiversity assessments have been completed, providing updated data on the status and distribution of wildlife species. Five surveys were conducted during this reporting period, including the aerial surveys of elephants and buffalo in Zimbabwe and an estimate of the snow leopard population in Afghanistan. The results are being finalized and are expected to be available and reported next year.

The Indian state of Himachal Pradesh concluded its first survey of the snow leopard population and its prey, counting 73 snow leopards across the state. State-wide surveys are ongoing in three other project states. This project also supported an assessment of 33 high-altitude wetlands. These assessments have served as a basis for identifying targeted interventions for the effective management and conservation of these valuable ecosystems.

This year, a biodiversity survey commenced in Ethiopia's Omo National Park through a partnership with WildCru from Oxford University and the research department of the Ethiopia Wildlife Conservation Authority. Over several months, the project will deploy drones and camera traps every 5 kilometers, covering the entire protected area. The results of this work will assist with ecological monitoring, law enforcement, and capacity-building and training activities.



118 seizures, 385 arrests, and 129 successful prosecutions were carried out in Zimbabwe.

Photo: Project Team/GWP Zimbabwe

Another seven wildlife population surveys are ongoing or currently being planned in Afghanistan, India, Mali, and Zimbabwe.



PHOTO: Project Team/Yaguará Panamá

FOSTERING SCIENCE PARTNERSHIPS IN AFGHANISTAN

- ▶ In conjunction with a European Union project implemented by the WCS and with support from Columbia University, GWP Afghanistan is developing a climate model and vulnerability assessment tool to support future conservation planning. Once developed, the tool will identify the most vulnerable communities and ecosystems in the northeast part of the country. It will be used for targeted interventions to build the resilience of communities to climate change and improve the habitat and ecosystems used by snow leopards.
- ▶ Through collaboration with the University of San Diego, the project is exploring the application of artificial intelligence to identify individual snow leopards captured on camera traps. It uses data from camera trapping combined with computer-aided pattern recognition software to analyze and identify individual snow leopards from their coat patterns. It is hoped that this information can then be used to estimate trends in the size and movements of the snow leopard population. As reported in the mid-term review, the population of snow leopards may be substantially larger than the baseline estimated at the project's start. If successful, this approach may create an opportunity to establish a standard index of population size for monitoring purposes. A further possibility is the potential to collect images from neighboring countries to learn more about the movement of this species across borders.



Protecting Human, Animal, and Ecosystem Health

Many local communities in GWP-supported landscapes live close to wildlife and livestock. When poorly managed, these interactions can threaten human and animal health, heightening the risk that infectious diseases will be transmitted between livestock, wildlife, and people.

To mitigate these risks, five national projects have implemented measures to reduce health threats emerging from the human-animal-ecosystem interface, including the potential transmission of infectious diseases from wildlife to humans. For example, Mozambique has carried out animal vaccination campaigns to minimize the transmission of rabies disease between animals and humans. In addition, Afghanistan has vaccinated livestock against goat plague and village dogs against the canine distemper virus, which also affects and causes significant mortality in threatened wildlife, including snow leopards.

The India SECURE³ project has developed a One Health Initiative to improve the synergies and

³ Throughout this report, India SECURE refers to the GWP project 'Securing Livelihoods, Conservation, Sustainable Use and Restoration of High Range Himalayan Ecosystems (SECURE) Himalayas' funded under GEF-6.



One Health, India SECURE
PHOTO: India UNDP One Health

coordination between the relevant line departments working on One Health and create a cadre of One Health workers by building the capacities of frontline workers and community youth volunteers. It supports enhanced field detection and research capacity for prioritized diseases, including strengthening veterinary clinics and establishing a One Health laboratory. Creative communication and knowledge management tools, such as the WISDOM portal and One Health cell, will be used as a one-stop information collection and dissemination center at the district level.

In Vietnam, the project has contributed to the development of government policies addressing the potential risk of emerging infectious diseases from the trade and consumption of high-risk wildlife products. This effort includes a decree on the conservation of forest-related endangered wildlife and a prime minister's directive on the urgent need to address illegal trade of wildlife and emerging zoonoses, including COVID-19. In addition, several films on the topics of illegal wildlife trade and its connection to emerging infectious diseases and the prevention of illegal hunting of wild birds have been aired on Vietnam television.



PROMOTE WILDLIFE-BASED ECONOMIES

Many GWP projects work to increase the benefits and reduce the costs of conservation and the co-existence of humans and wildlife. These projects promote wildlife-based and resilient economies, including through nature-based tourism, and seek to manage human-wildlife conflicts to increase the incentives to participate in conservation and sustainable use. The GWP projects focus on creating an enabling environment to stimulate opportunities for developing and expanding wildlife-based economies. Partnerships are pursued between Indigenous Peoples and local communities, private sector partners, governments, and public and private investments to maximize access to diverse finance and expertise.

26 projects (14 from GEF-6 and 12 from GEF-7)—**70 percent**—have indicators related to this component, with 13 reporting progress in 2021.

Strengthening Opportunities for Nature-Based Tourism in GWP Landscapes

Since the program's start, nine projects have implemented initiatives that enhance opportunities for the development of nature-based tourism in project landscapes. Progress has been made on conservation-compatible tourism planning, the development of related policies, legislation, and strategies, and capacity building. Investments in infrastructure have also been made to improve the management of protected and conserved areas as tourism assets.

Many project activities related to nature-based tourism have been adversely affected by the COVID-19 pandemic. Throughout this reporting year, ongoing border closures and travel restrictions resulted in substantial declines in tourism-related activities, loss of local incomes, and jobs. As a result, many GWP activities had to be paused, postponed, or redesigned. Nevertheless, some projects continued to make progress and were able to adjust their activities to pandemic conditions. For example, over this reporting period, Malawi continued to design and contract small works to develop tourist infrastructure in the Lengwe National Park, including ranger and tourist camps, park roads, and an access bridge.

In the Republic of Congo, the GWP project has supported tourism development in the Nouabalé-Ndoki National Park by rehabilitating some of the park's physical infrastructure, developing community tourism, training guides and a community ecotourism group, and producing media material to strengthen the park's visibility. India is piloting interventions to promote homestay-based ecotourism models in partnership with local civil society organizations across Himachal Pradesh, Sikkim, and Uttarakhand. It has held sensitization workshops for travel agents and tour operators working in Uttarakhand to highlight the benefits of sustainable tourism practices and also trained young locals to be nature guides.

Ethiopia and Vietnam have formulated tourism-related strategies, policies, and regulations. Ethiopia has included tourism development as one of the five main programs outlined in general management plans for protected areas. A strategy for tourism development and management has been prepared for the Kafta Sheraro National Park, along with a comprehensive tourist guidebook. Vietnam is in

the process of preparing guidelines examining how best to integrate wildlife protection into the tourism sector. These guidelines will include a collection of case studies, with best practices and conservation incentives appropriate for Vietnam. The guidelines and associated recommendations will be submitted to the relevant authorities and fed into the planned amendments of the articles of the Law on Biodiversity.

COMMUNITY-BASED ECOTOURISM IN CAMBODIA

GWP Cambodia supports the Ministry of Environment with planning and developing opportunities for ecotourism. Several activities have been completed, including finalizing the selection of 15 community-based ecotourism sites.

Other activities to support business development services are being planned, including designing training curriculum and developing skills and capacities for community-based ecotourism. More extensive technical assistance is being planned, along with the development of ecotourism infrastructure. For example, the project provided technical assistance and key recommendations to support the Ministry of Rural Roads in planning investments in rural roads to connect ecotourism sites in and around protected areas. A noteworthy feature of this project is its focus on supporting female entrepreneurship and closing the gender gap in women's participation as leaders in natural resource management.



Diversifying Partnerships for Protected Areas

GWP supports the advancement of conservation through public-private partnerships, including collaborative management partnerships (CMPs), in which a government or protected area authority enters into a contractual agreement with a private partner for the management of a protected area. These partnerships can enhance conservation, create jobs, improve revenues, and stimulate sustainable development. Five GWP projects are supporting parks managed under CMPs, including the Nouabale-Ndoki National Park in the Republic of Congo, the Majete Wildlife Reserve in Malawi, the Gorongosa National Park and the Niassa Special Reserve in Mozambique, and the Lusaka National Park in Zambia, supported by technical assistance under the GWP global coordination project.

In addition, in 2021, the global coordination project published the Collaborative Management Partnership Toolkit, which serves as a resource guide to help countries to identify, establish, and strengthen such partnerships. The toolkit was accompanied by virtual awareness training for 400 participants from governments, projects, and partners across the GWP network.

Fostering Community Engagement through Benefit Sharing and Diversified Livelihoods

Many Indigenous Peoples and local communities within GWP landscapes are highly dependent on natural resources and have limited livelihood options. Adequate incentives and tangible benefits are needed to facilitate community support and engagement in conservation activities.

Before COVID-19, two national projects were sharing with neighboring communities some of the benefits generated from tourism. In Mozambique's Gorongosa National Park, 20 percent of revenues from tourism entrance fees in 2019 were directed to 16 communities, with each receiving about US\$1,000. Likewise, in 2019, five out of six safari operators in Zimbabwe used some of the revenue earned to pay dividends to local communities. The collapse of tourism caused by COVID-19 has negatively affected benefit sharing with communities in most sites, with one notable exception: the Niassa Special Reserve in Mozambique distributed US\$24,000 in revenue from the 20 percent tourist income tax to five natural resource management committees. Many of the parks expanded their community programs during COVID-19. For example, in Gorongosa, the park team provided training on COVID-19 and personal protective equipment to communities and staff.

Aside from tourism-related revenue sharing, GWP projects are providing a range of support to diversify the livelihood options of communities. Across the Republic of Congo, Ethiopia, Indonesia, and Zimbabwe, at least US\$1.7 million has been set aside for small grants, which provide seed funding for a range of small enterprises and micro initiatives such as agroforestry, bee keeping, and community-based ecotourism. At least 44 small and community cooperatives and civil society organizations have received micro or small grants through GWP projects in these four countries.



Women Association products, Zambia
PHOTO: Project Team/GWP Zambia

Partnering with communities to enable more effective decision making and active management of the resources and ecosystems that sustain them is another critical pillar of the GWP approach to community engagement. Community-based natural resources management has been strengthened by developing and formalizing 11 community agreements on the sustainable use of natural resources. Additionally, since GWP started, 224 community-based natural resources management groups have been created or supported, including rangeland and forest management associations in Afghanistan, fire-fighting committees in Botswana, natural resource management committees in Mozambique, and environmental committees and subcommittees in Zimbabwe. These groups play a pivotal role in the management of natural resources. India has continued to ensure the long-term involvement of local community institutions, including the formation and strengthening of 105 biodiversity management committees, collectively managing 388,855 hectares in the project's high-altitude Himalayan landscapes.

Community members in eight GWP countries are actively participating in ecosystem management. For example, citizen scientists, trained by the projects, have participated in the monitoring of birds and snow leopards in India. In Afghanistan, Botswana, Ethiopia, Indonesia, Mozambique, South Africa, and Zimbabwe, community members have been trained and equipped to serve as community rangers. In Indonesia, community-based patrol teams have been formed and supported several snare-removal operations with park management officials. In Afghanistan, with project help, WCS continued to support 30 community rangers hired to work in the Wakhan National Park alongside 16 government park rangers. They assist with monitoring wildlife, including snow leopards, collecting data, controlling hunting and poaching, and raising awareness among local communities. A community-led Environmental Monitors Program has been initiated in Greater Kruger National Park in South Africa, with 45 environmental monitors recruited. These monitors will help to monitor and support the park's fence maintenance and perform other tasks to ensure the conservation of the park's highly valued species, such as rhinos. These species are a significant attraction for the tourism industry, creating jobs and generating other benefits. Induction training workshops have been provided for 79 environmental monitors, frontline staff, and community liaison officers, 41 of whom were women.

Managing Human-Wildlife Conflict and Promoting Co-Existence



Mozambique

30 community members manage and maintain 500 beehive fences and harvest honey produced from the hives for their own income.

Beehive Fence, Mozambique
PHOTO: Janado Cher/Gorongosa National Park, Media

Investing in measures that holistically prevent and mitigate human-wildlife conflict is vital. GWP projects address this complex challenge through multiple interventions that range from developing HWC strategies, co-designing preventive measures with affected communities, and implementing appropriate responses.

Since the start of GWP, five HWC strategies and management plans have been prepared. India has finalized HWC mitigation strategies for all four project landscapes. These strategies have built on the local and micro-level HWC mitigation management plans and assessments and included the development of species-specific guidelines for four major HWC species, including the snow leopard. Over this reporting period, Botswana has been preparing to roll out its HWC strategy developed in 2020.

Efforts to improve community awareness, education, and capacity have resulted in 440 community members trained in HWC prevention and mitigation in Afghanistan, Botswana, Ethiopia, India, Indonesia, and Mozambique. The HWC training has covered a mix of prevention and mitigation measures, such as species-specific conservation, evasion techniques, and use of loud noises as deterrents.

Six projects have supported the installation of a range of physical and biological barriers and deterrents, including acoustic, visual, olfactory, and tactile deterrents. For example, 231 predator-proof corral pens have been constructed in high-conflict villages in Afghanistan and India to protect livestock from snow leopards. In Mozambique, more than 100 elephant-proof silos have been built to store and protect crops from elephant raids. Another common intervention to minimize human-wildlife conflict is the installation of fencing, including more than 90 solar, beehive, electric, permanent, and mobile fences. The projects commonly deploy deterrents such as infrared sensors, long-range flashlights, horns, rockets, reflective tape, and chili balls.

Use of technology to monitor HWC

- ▶ A national database on natural resources centralized at the National Agency of National Parks in Gabon was developed, with a window for recording incidents of human-elephant conflict to improve the coordination of responses and management.
- ▶ A customized HWC field mobile app using the CommCare platform and integrated with live dashboards was developed for use in the Gorongosa National Park, Mozambique. Data were collected on reports of HWCs, mitigation measures implemented, and regular monitoring.

GWP projects are also strengthening HWC reporting mechanisms and enhancing HWC response measures. To date, four HWC rapid response teams have been created to respond to and alleviate active HWC incidents. The response teams in Mozambique are joint teams comprising members of the relevant local authorities, police, civil society, and rangers. In Zimbabwe, they involve community rangers who have been trained in HWC management. As a result, teams can respond more quickly to HWC cases—within hours instead of days—and are more knowledgeable about managing problem animals.

In addition, five systems for reporting and registering HWC incidents have been developed or strengthened, along with HWC apps and databases. An HWC incident report and registry system has been installed in Niassa Special Reserve. In addition, a state-level HWC database with a mobile application to report HWC incidents has been developed in India.

Afghanistan, India, and Mozambique have carried out specific research to increase the overall understanding of HWC. This effort includes HWC hotspot conflict mapping, HWC surveys, and geo-referencing the movements of significant conflict species.



REDUCE TRAFFICKING AND COMBAT WILDLIFE CRIME

Under this component, GWP supports activities that strengthen policy and legal frameworks to prevent, detect, and penalize wildlife crime, along with interventions to support the effective implementation of laws through improved law enforcement capacity and coordination. Several countries aim to strengthen investigative skills and prosecutorial and legislative capacities and to improve the use of financial investigations and specialized techniques generally applied to other serious crimes to counter illegal wildlife trade.

23 projects (15 from GEF-6 and 8 from GEF-7)—**62 percent**—have indicators related to this component, with **13 reporting progress in 2021**.

Strengthening Policy and Legal Frameworks

Interventions to develop, review, and strengthen wildlife-related legislation and regulations are under way in eight GWP countries. Since the start of GWP, 13 new or revised wildlife-related legal instruments have been supported. Although securing legislative changes takes time and the complexities inherent in such processes are often outside project control, projects are making clear progress.

Two important regulatory instruments were formally adopted in the Philippines in FY2021, among four supported by the GWP project. The Department of Environment and Natural Resources - Biodiversity Management Bureau (DENR-BMB) adopted the Wildlife Law Enforcement Action Plan (WildLEAP) 2018–28 through its Department Administrative Order 2020-13, which took effect in January 2021. WildLEAP will serve as the 10-year national road map for addressing wildlife crimes and focus on prioritizing enforcement activities, strengthening policies, building capacity, improving governance, and reducing corruption. The second significant achievement was the adoption of Joint Administrative Order 2020-01, which became effective in December 2020. This order defines the roles and responsibilities of agencies concerned in the local trade and transport of wildlife under the jurisdiction of DENR.

GWP Vietnam contributed to finalization of the new Law on Environmental Protection, which becomes effective in 2022. It also supported the Directive on Wild and Migratory Birds Conservation in Vietnam and an amendment to Decree 06/2019/ND-CP on managing endangered forest fauna and flora and CITES enforcement.

Two amendments to wildlife legislation were finalized in Ethiopia as part of the Wildlife Act review and submitted to the government for approval. These amendments include a proclamation to amend the articles on the administration of protected areas, penalties on wildlife crimes, wildlife monitoring and research, and trading in wildlife and wildlife products.

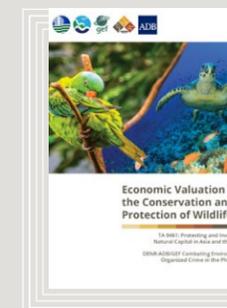
Three strategies related to combating wildlife crime either have been drafted or are being revised. Over this reporting period, Botswana drafted a revised National Anti-Poaching Strategy, which has undergone the first round of reviews. In Mozambique, work to revise the National Strategy on Combating Wildlife and Forest Crime

and Illegal Wildlife Trade restarted following delays due to COVID-19 travel restrictions. GWP Indonesia CIWT⁴ extensively supported development of the National Strategy and Action Plan (2021–25) for Combating Illegal and Unsustainable Trade in Endangered Species. The strategy was completed at the end of 2020 and is now awaiting formal approval. In addition, Tanzania recently commenced a review of the National Strategy to Combat Poaching and Illegal Wildlife Trade to update it for the next decade.

GWP ECONOMIC VALUATIONS IN ASIA

Targeted economic valuations were completed by Indonesia, the Philippines, and Thailand. These studies provide evidence to strengthen the business case for government investment in wildlife law enforcement, inform appropriate penalties for prosecution and sentencing of wildlife crime, and raise community awareness of the economic value of wildlife. In the Philippines, the economic valuation focused on marine turtles and blue-naped parrots, while Indonesia assessed the value of 25 of the most illegally traded wildlife species. Indonesia's Directorate of Forest Projection noted the study's usefulness in estimating the economic loss from IWT.

The methodology provides useful evidence of the “value” of wildlife species, increasing the judicial system's understanding of IWT and possibly leading to higher sanctions, penalties, and sentencing. The findings from the socioeconomic assessment of IWT in Thailand are being used to prepare a policy paper on securing more funding for government agencies to respond to wildlife crime.



Building Law Enforcement Capacities

GWP projects continue to strengthen national and subnational capacities to combat wildlife crime across source, transit, and destination countries. Many projects have completed targeted assessments of law enforcement effectiveness, risks, and capacity-building needs as an initial step. For instance, Thailand and the Philippines have used the International Consortium on Combating Wildlife Crime (ICWC) indicator framework. Botswana has completed a national law enforcement capacity needs assessment. Indonesia, Kenya, the Philippines, and Tanzania have carried out targeted assessments of anti-wildlife trafficking capacities at 11 commercial trade seaports, with additional assessments planned. The results from the assessments will inform targeted capacity development interventions and system enhancements to improve responses to wildlife crime.

⁴ Throughout this report, Indonesia CIWT refers to the GWP project 'Combating Illegal and Unsustainable Trade in Endangered Species in Indonesia (CIWT)' funded under GEF-6

Extensive support has been provided to build the capacity of national wildlife law enforcement. Around 10,700 law enforcement, criminal justice, and wildlife management staff have been trained or sensitized on a wide range of issues, including basic law enforcement training, wildlife forensics, crime scene management and investigation, controlled deliveries, and financial investigation and anti-money-laundering linked to wildlife crimes. In addition, projects have adopted virtual learning in response to COVID-19 restrictions. For example, the Philippines converted the Basic Wildlife Law Enforcement Training Course into a self-paced e-training course, with 7 modules and 18 topics uploaded to the ADB e-Learn platform and mainstreamed into the DENR Environment and Natural Resources Academy. Box 2.1 provides a list of training topics offered by GWP projects and partners, and box 2.2 lists select guidelines and standard operating procedures to aid enforcement efforts.

BOX 2.1 • Examples of Capacity-Building Activities and Training Provided by GWP Projects and Partners

- ▶ Basic and advanced training on law enforcement
- ▶ Poaching and smuggling techniques of wildlife and wildlife products
- ▶ Wildlife crime intelligence
- ▶ Wildlife crime scene management for first responders
- ▶ Wildlife crime scene investigation, evidence collection, and reporting
- ▶ Wildlife forensic, DNA collection, and sampling
- ▶ Animal handling for law enforcement personnel
- ▶ Ranger training, including basic techniques, gender mainstreaming, and legal training
- ▶ Training on container risk profiling in ports and secure communications between ports
- ▶ Awareness and security measures in ports and the supply chain to prevent illegal wildlife trade
- ▶ Wildlife and protected areas, wildlife species, and specimen identification
- ▶ Application of assessments such as ICCWC indicator framework and the Port Monitoring and Anti-Trafficking Evaluation Tool (PortMATE)
- ▶ Use of controlled deliveries for wildlife crime, national wildlife laws, a protected species list, and procedures
- ▶ CITES and international conventions on wildlife
- ▶ Specialized intelligence and analytical software: IBM i2, Oxygen, Spartan
- ▶ Financial investigations, including anti-money-laundering as it relates to wildlife crimes
- ▶ Prosecution of wildlife cases.



Training, Nyala Conference, Malawi
PHOTO: Project Team/GWP Malawi

BOX 2.2 • Examples of Select Guidelines and Standard Operating Procedures to Aid Enforcement

- ▶ Draft IMO “Guidelines for the Prevention and Suppression of the Smuggling of Wildlife on Ships Engaged in International Maritime Traffic”
- ▶ Draft of a know-your-customer legal framework for export and import agents in Kenya
- ▶ Standard operating procedures developed in Indonesia for collecting and handling biological material from wild animals and plants by morphological and DNA analysis, handling protected wildlife and birds, preventing illegal wildlife trafficking in ports, and repatriating species
- ▶ Guidelines on using Indonesia’s anti-money-laundering regime to combat wildlife crime
- ▶ Standard operating procedures for effective management of confiscated wildlife products in Ethiopia.

Improvements in capacity are being recorded in response. For example, in Indonesia, law enforcement capacity scores have risen 26 percent since the start of the project, and in Ethiopia, the capacity of law enforcement agencies has improved 20 percent at the national and site levels. Improvements are also being reported in case clearance and conviction rates.

Improving Interagency Coordination and Transboundary Collaboration

Effective law enforcement requires strong coordination within and between countries. GWP has supported the establishment and operationalization of eight interagency law enforcement coordination mechanisms at the national or subnational level in Afghanistan, Ethiopia, Indonesia, Mozambique, Tanzania, and Zimbabwe. Another five existing coordination mechanisms have been strengthened. In Ethiopia, the project supported the establishment and operationalization of three new coordination mechanisms. The national Environmental Crime Unit was established within Ethiopia’s Federal Serious Crime Unit, bringing together the Customs Authority, Attorney General, Federal Police Commission, Addis Ababa Police Commission, and Ethiopian Wildlife Conservation Authority. In addition, two subnational IWT task forces were created.

In Mozambique, the Anti-Poaching Coordination Unit established under the National Administration for Conservation Areas (ANAC) is now operational. It carries out inspections, patrolling, and operations in regions at risk of wildlife trafficking, especially in the vicinity of Kruger National Park. The unit has carried out 10 anti-crime operations to date, which have involved joint efforts of ANAC, the Environmental Police, Environmental Quality Agency, and Investigation Police. Mozambique’s Anti-Poaching Coordination Committee has carried out several operations in suspect markets for illegal wildlife products. In addition, 17 coordinated intelligence-driven operations across central Mozambique have resulted in 43 arrests for trafficking pangolin, ivory, leopard and lion skins or claws, and illegal timber products.

In Zimbabwe, a multiagency wildlife crime prevention unit was established at Chinhoyi to combat poaching and illegal wildlife traffickers in the Zambezi Valley. The project provided equipment and furniture for the unit.

The GEF-6 global coordination project, through the maritime component executed by UNDP, supported the establishment of an interagency joint port control unit at Zanzibar seaport in Tanzania in 2021. In addition, joint port control units at Dar es Salaam, Tanzania, and Mombasa, Kenya, were provided with capacity building, training, and mentoring through the United Nations Office on Drugs and Crime (UNODC) and World Customs Organization (WCO) Container Control Program, with co-financing from the United States Agency for International Development (USAID).



During FY2021, Indonesia CIWT completed joint interventions with Malaysia, the Philippines, and Thailand involving repatriations of wildlife specimens seized by law enforcement. Eleven orangutans from Malaysia and Thailand were repatriated and rehabilitated in North Sumatra. This effort builds on the **successful repatriation of 91 seized animals** of 15 Indonesian endemic species from the Philippines to Indonesia in 2020.

Repatriation of 91 Indonesian animals from the Philippines
PHOTO: Consulate General of the Republic of Indonesia, Davao City, the Republic of the Philippines

In parallel, GWP is strengthening law enforcement collaboration across borders. Five GWP countries have improved law enforcement collaboration across illegal supply chains and international border posts.

Ethiopia has initiated bilateral agreements with five members of the Horn of Africa Wildlife Enforcement Network to improve cooperation to fight transboundary IWT. Djibouti and Somalia have approved the agreements, which are pending official signing ceremonies, while agreements with Eritrea, Kenya, and South Sudan await approval. GWP Ethiopia has also worked with the Cheetah Conservation Fund to reduce the illegal trade and trafficking of cheetah cubs from Ethiopia to Somaliland.

In Kenya, the project supported finalization of a cross-border agreement with Tanzania to fight wildlife crime through stakeholder consultations and technical expertise.

Scaling up Intelligence, Investigations, and Anti-Corruption through Technology Adoption

Ten countries have been equipped with specialized technologies and tools to enhance IWT detection, limit oppor-

tunities for corruption, improve the management and sharing of information and intelligence, improve the effectiveness of investigations, and provide more robust evidence for the sentencing of wildlife crime cases.

In FY2021, the IBM i2 intelligence database and analytical software were procured and installed at the Thailand Department of National Parks, Wildlife, and Plant Conservation. Wildlife crime data have been uploaded, and training has been provided in partnership with WCS. Thailand has already demonstrated how this type of analytical tool can strengthen criminal investigations. As a result, one older case of trafficking in the pangolin scale was reactivated, and an ad hoc multistakeholder Pangolin Working Group was formed. The working group used IBM i2 software, digital, and documentary evidence to map out the entire IWT chain for this case. This evidence was provided to the Office of the Attorney General, which is expected to reopen the case and refer it to the prosecutors.

In the Republic of Congo, the project continued to develop a computerized criminal records management system throughout the year. Once fully operationalized, this database will be a vital tool for combating IWT in that country. The Wildlife Crime Database Centre, established in the Indian state of Uttarakhand, supports data collation, digitization, and advanced analyses of all wildlife crime-related data. Initially supported through the project, the center is now supported by the state government through co-finance.

Tracking Wildlife Cybercrime

- ▶ In the Philippines, the GWP project explored how artificial intelligence and machine learning can be used to mine, track, and analyze data on illegal wildlife trade in digital media. The project partnered with the University of Helsinki's Laboratory of Interdisciplinary Conservation Science to explore the potential of these tools and build a database of 156 target animal and plant species provided by DENR-BMB. A machine-learning analytics dashboard featuring key statistics on priority species sold online will allow users to interact with the data in simple, user-friendly ways, making these data actionable for DENR-BMB. Data collection has focused on Google search application programming interfaces (13,102 web addresses), online news (1,432 news articles), and social media (75,802 Flickr web addresses), showing promising preliminary results in identifying wildlife cybercrime.
- ▶ To strengthen the wildlife crime information system of Indonesia's Directorate General of Law Enforcement on Environment and Forestry (Gakkum), the project established operations rooms in the provinces of East Java and Riau and upgraded the central command center and information and communications capabilities at Gakkum headquarters. The project also contributed to strengthening the capacity and operationalization of the cyber patrols team to monitor online activities related to protected wildlife, with the Directorate of Forest Protection detecting 369 posts containing illegal wildlife products in 2020.



Pangolin, South Africa
PHOTO: David Brossard/Flickr

South Africa and the Philippines have improved capacities to prevent the risk of fraudulent permits and corruption through legal supply chains by developing electronic permitting systems for CITES-listed species. The eCITES Philippines system is expected to be fully operational in 2022. In South Africa, the e-permitting system is nearly ready to use. The project is finalizing the system's configuration at the provincial level and organizing training and user manuals for staff who will manage the system. In Mozambique, the Gorongosa Project works with private forest concessions operators to establish and manage an online timber traceability system in the Muanza-Inhamitanga corridor. This process will support law enforcement and contribute to combating the illegal timber trade and corruption in the corridor by introducing and managing a digital bar code system for timber harvested from the area. The projects in Gabon, India, and Thailand support establishing or strengthening scientific forensics laboratories designed to assist wildlife crime investigations, prosecutions, and broader conservation efforts for priority threatened species. One of the Gabon project's key achievements has been to establish a specialized ivory traceability laboratory at the National Agency of National Parks headquarters in Libreville. This laboratory will undertake genetic analyses of seized ivory for investigations and legal proceedings, deepening scientific knowledge of fauna, their behavior, and their habitats.

REDUCE DEMAND AND DISRUPT MARKETS

Through this technical component, GWP projects implement activities that aim to reduce demand for illegal wildlife products and disrupt their key markets. This effort includes designing and implementing targeted behavior change initiatives to reduce the use of illegal wildlife products, raise awareness, and advocate for a better understanding of illegal and unregulated markets, including online marketplaces. Demand reduction has received less attention in national projects than other components, although some important achievements have been made.

Designing and Implementing Behavior Change Campaigns to Reduce Demand

Understanding social norms and consumer behavior is critical to designing effective campaigns to reduce demand. To identify target consumer groups and inform the design of planned demand reduction campaigns, GWP Thailand conducted a situation analysis of consumer demand for illegally traded wildlife products along with research on the consumption of wild meat. Findings were used to design two demand reduction campaigns: Mercy Is Power and Kind Dining. Both campaigns were launched in 2021 by TRAFFIC, the Zoological Society of London, and GlobeScan under the GWP project executed by the Department of National Parks, Wildlife, and Plant Conservation.

11 projects (6 from GEF-6 and 5 from GEF-7)—**30 percent**—have indicators related to demand reduction or (predominantly) awareness raising, with six reporting progress in 2021.



Demand Reduction campaign 'Mercy is Power', Thailand
PHOTO: Project Team/GWP Thailand

and instead start using a digital "yantra" with tiger and elephant ivory print on it. Yantra is a sheet of paper usually inscribed with drawings, texts, and incantations, which is believed to ward off danger and bring good luck. Campaign materials include visuals and short videos available via Facebook and YouTube. The campaign has involved more than 20 Thai celebrities and social media influencers.

The Mercy Is Power campaign focuses on reducing demand for the use of ivory and tiger products, such as amulets, for spiritual reasons. The campaign challenges the widely held spiritual belief that buying or owning elephant ivory or tiger amulets can improve lives, aiming to shift the behavior of the 3 percent of Thais who use such amulets. It draws on Buddhist teachings to encourage people to stop using tiger or elephant ivory amulets made from dead animals

In Thailand, the campaign seeks to achieve a **20 percent reduction** in the intention to consume wildlife meat among the target audience of the campaign, with a baseline of 32 percent of the Thai urban population saying that they consumed wildlife meat during the previous 12 months (GlobeScan research commissioned by TRAFFIC and the Zoological Society of London in 2021).



Demand Reduction campaign 'Kind Dining', Thailand
PHOTO: Project Team/GWP Thailand

The second campaign launched in 2021 draws on insights from the wild meat consumer survey and targets the younger generation of Thais. The Kind Dining campaign includes both online and offline activities to help consumers to move away from eating illegal wild meat. Using celebrities and social media influencers to discourage the consumption of illegal wildlife meat, the campaign seeks to combat IWT and reduce the risk of infectious diseases, including the risk of disease transmission from wildlife to humans. A set of short videos designed to create social change on issues related to the consumption of illegal wild meat is available on Facebook and YouTube.

The #StopIllegalWildlifeTrade campaign in the Philippines ran from March 2020 until June 2021; during this time, the project produced and disseminated material to target audiences. The material included social media posts, a short video on proposed amendments to the Wildlife Act, television guest appearances, and distribution of an IWT Calendar 2021. The campaign was based on consumer research to determine the motivations behind acquiring wildlife and wildlife products.



The #StopIllegalWildlifeTrade post-campaign consumer research showed an **increase in awareness** in Metro Manila that a wildlife regulation exists on the purchase of both parrots and marine turtles. No noticeable increase in awareness was detected in Butuan and Cebu, providing a reminder that robust and longer-term communication campaigns are needed to bring about change.

An awareness raising poster from the #StopIllegalWildlifeTrade campaign, the Philippines
PHOTO: Project Team/GWP Philippines

GWP Vietnam partnered with the WWF to launch targeted campaigns and events to reduce the consumption of wild fauna and flora among government officials. The project also collaborated with the Central Propaganda Committee to update Guideline no. 98/HD-BTGTW, dated December 26, 2013, on stopping the illegal trade and consumption of wild fauna and flora.

In Indonesia, the project finalized a knowledge, attitude, and practice survey on wildlife consumption and illegal wildlife trade. The survey, which was conducted in four locations, revealed that the majority of respondents are aware of laws regulating IWT and have no intention of being involved in IWT activities. While the majority of respondents do not agree with the idea of keeping or consuming protected animals, data suggest that respondents may consume, trade, or keep wildlife as pets due to beliefs about their homeopathic properties and the perceived ease of hunting or buying wildlife as pets.

Afghanistan has conducted a national market assessment of IWT, including in restaurants, souvenir shops, and traditional medicine outlets, to determine the demand for illegal wildlife products. With co-financing from other sources, the Wildlife Conservation Society carried out the assessments across **27 provinces** through regional consultation meetings and a supplementary questionnaire. Once completed, the results will be outlined in the final assessment report, along with detailed recommendations for partners on decreasing IWT activities.

Raising Awareness to Deter People from Engaging in Illegal Wildlife Trade

GWP projects implement a wide range of awareness-raising initiatives. These initiatives are typically designed to raise awareness about the scale and severity of wildlife trafficking. This awareness includes its impacts on biodiversity, livelihoods, and human health and its links to other transnational organized crime, ultimately helping to discourage people from engaging in illegal behaviors in the IWT chain. In addition, awareness campaigns are implemented to highlight the benefits of wildlife conservation.

Since GWP started, 56 awareness, outreach, and education campaigns have been delivered to increase knowledge of IWT and threats to wildlife, the laws and penalties that apply, and the breadth and severity of impacts. These campaigns aim to raise support for wildlife conservation and discourage participation in IWT supply chains, including the purchase and use of illegal wildlife products. In Mozambique, the project has developed information products, leaflets, radio series on the Biodiversity Conservation Law, and billboards for the national campaign called Poaching Steals from Us All.

Ethiopia has implemented a national public awareness campaign on IWT and wildlife conservation. The campaign has reached an estimated 30 percent of the Ethiopian population through radio, national television, printed material, and social media.

GWP partner WildAid is working with the UNDP to design an illegal wildlife trade awareness campaign for port-based stakeholders using celebrity footballers as campaign ambassadors to deter complicity and collaboration of port workers in IWT and encourage an attitude of “if you see something, say something.” The campaign is due to be launched in 2022.



Awareness raising material from the Ethiopia's #Stop Wildlife Crime campaign
PHOTO: Project Team/GWP Ethiopia

PROGRESS ON ACHIEVING GLOBAL ENVIRONMENTAL BENEFITS

This year for the first time, the GWP coordination team was able to aggregate and report the progress made toward achieving global environmental benefits using the new GEF Core Indicators framework. So far, data are available for seven GWP projects that have begun reporting their high-level results using the new GEF results framework.⁵ The emerging results on Core Indicators, as of FY2021, are shown in figure 2.2. As more projects submit their results, the size of the GWP contribution is expected to increase significantly.

FIGURE 2.2 • GWP Contributions to GEF Core Indicator Results

GEF CORE INDICATOR	GWP RESULTS (CUMULATIVE)	NUMBER OF PROJECTS REPORTING RESULTS	NUMBER OF GWP PROJECTS EXPECTED TO REPORT RESULTS IN THE FUTURE
 Terrestrial protected areas created or under improved management for conservation and sustainable use (hectares)	2,628,339 ha	4	30
 Area of land restored (hectares)	6,422 ha	3	5
 Area of landscapes under improved practices (hectares; excluding protected areas)	1,224,557 ha	2	27
 Greenhouse gas emissions mitigated (metric tons of carbon dioxide equivalent)	52,176 tCO ₂ -eq	1	11
 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	212,815 28% FEMALE (59,707)	7	37

Source: GWP global coordination project analysis.

Note: The results were aggregated from the Core Indicator worksheets submitted at mid-term review (six projects) or terminal evaluation (one project). The number of projects expected to report results under each Core Indicator is based on the data submitted at the GEF chief executive officer (CEO) endorsement or approval for all GEF-7 GWP projects. For GEF-6 projects, the data are estimated based on the expected global environmental benefits at CEO endorsement or approval.

Four projects have reported improved management effectiveness of eight terrestrial protected areas, covering 2.6 million hectares. A further 1.2 million hectares outside of protected areas are now under improved practices, including sustainable forest management and climate-smart agriculture.

⁵ Six projects submitted a GEF Core Indicator worksheet at mid-term review: Afghanistan, Botswana, the Republic of Congo, Gabon, Indonesia CIWT, and Zambia. The GEF-6 global coordination project also submitted a Core Indicator worksheet as part of its terminal evaluation.

Afghanistan is the only project to have reported having an impact on greenhouse gas mitigation. Due to the planting of some 600,000 indigenous species of willows on more than 300 hectares in 45 villages, more than 52,000 metric tons of CO₂-eq have been sequestered.

Nearly 213,000 people (including about 60,000 women) have benefited directly from GWP interventions, including the adoption of sustainable land management practices and technologies, receipt of micro grants, involvement in capacity development, and participation in diverse knowledge exchange activities delivered under the GWP global coordination project.



Fisherman on the Lugenda River, Mozambique
PHOTO: Colleen M. Begg/ Niassa Carnivore Project

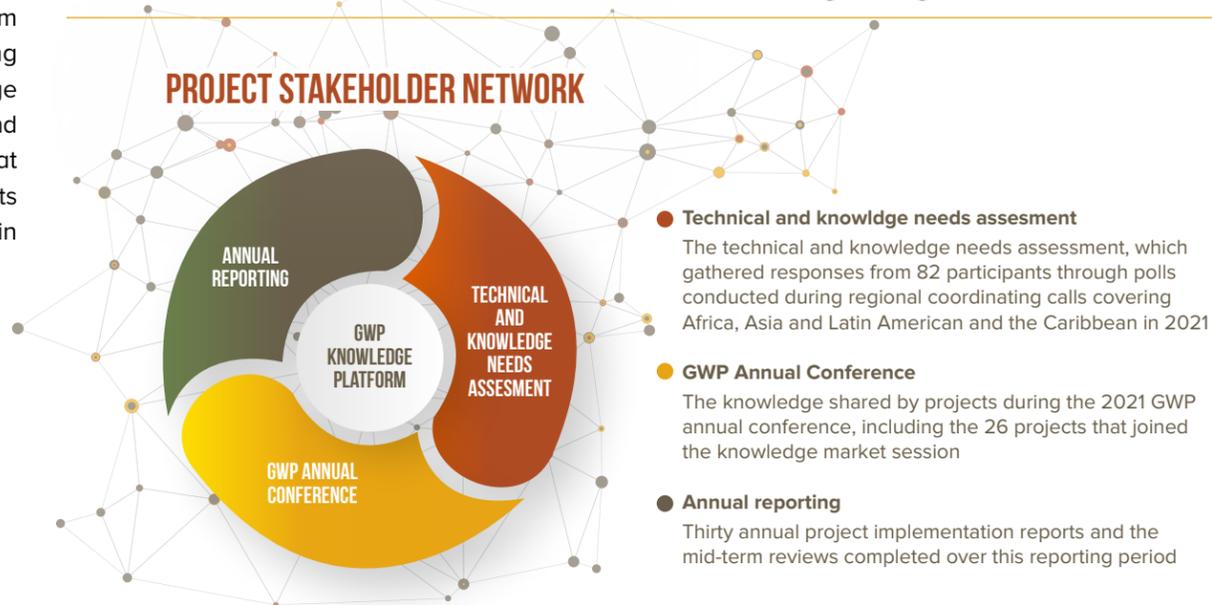


GWP Project Teams participating in the GWP Annual Conference held virtually in 2021
PHOTO: Global Wildlife Program

SECTION 3 GWP KNOWLEDGE EXCHANGE AND LEARNING

This section highlights a wealth of experiences from across the GWP, identifying opportunities for knowledge exchange, improvement, and learning. Data sources that were used to identify insights for this section are shown in figure 3.1.

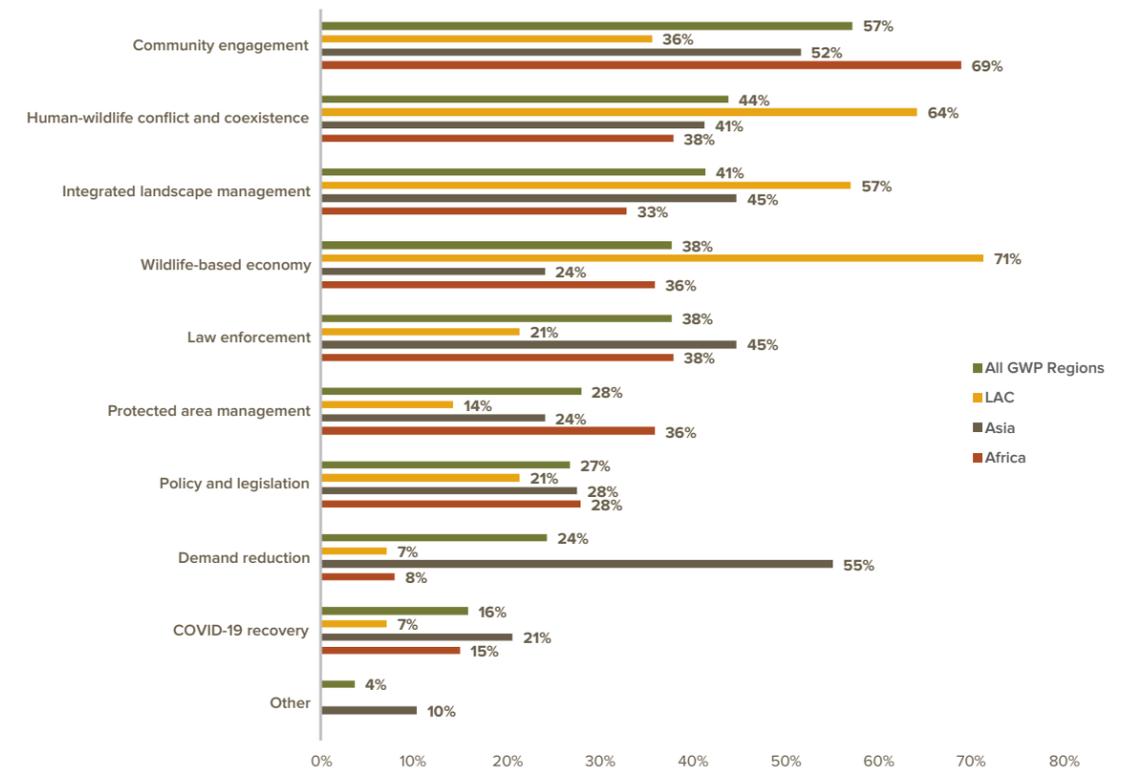
FIGURE 3.1 • Data Sources Used to Gather GWP Knowledge, Insights, and Lessons



Source: GWP global coordination project analysis.

The results from the technical and knowledge needs assessment (figure 3.2) show that community engagement is the number one topic of interest across GWP and among projects in Africa. Demand reduction is the top priority in Asia, while the WBE is the top priority in Latin America and the Caribbean.

FIGURE 3.2 • Percentage of Respondents Who Identified Each Topic as a Priority, Total and by GWP Region



Source: GWP global coordination project analysis of the technical and knowledge needs assessment, 2021.

During the 2021 GWP annual conference, a session dedicated to the knowledge market enabled projects to share good practices and seek advice and technical support from their peers. Table 3.1 lists the topics identified by each project participating in the session. Project teams most frequently identified community engagement, HWC, protected area management, and the WBE as topics on which they want to learn from other GWP countries. Project teams also presented a wide array of knowledge gained, identifying what worked well and what did not. Many of their lessons are highlighted throughout this section to widen dissemination.

TABLE 3.1 • List of Knowledge Needs and Lessons Shared by GWP Projects at the 2021 Annual Conference

GWP country	Knowledge and lessons learned	Knowledge needs
Afghanistan	<ul style="list-style-type: none"> IWT national survey Implementation of the SMART tool The whole-of-society approach to foster engagement 	<ul style="list-style-type: none"> Monitoring of IWT in the absence of elected government (how to mobilize the community to bridge the gap) Experience and new technologies used for combating illegal trade in big cat and prey species
Belize	<ul style="list-style-type: none"> Creation of national databases and management structures Importance of institutional memory for national wildlife conservation 	<ul style="list-style-type: none"> Use of accurate monitoring data to manage the distribution of jaguars and conflicts Creation of in-country human capacity Creation of collaborative networks of stakeholder participation
Bhutan	<ul style="list-style-type: none"> Tourism policies: “high-value, low-volume” principles of ecotourism 	<ul style="list-style-type: none"> Development and implementation of concession frameworks in protected areas Development of effective HWC management strategy Development of a comprehensive and robust ecotourism master plan and strategy
Botswana	<ul style="list-style-type: none"> Need to build strong government ownership and active engagement in strategy development Need to promote human-wildlife co-existence to secure livelihoods and ecosystem services through the development of an integrated land-use plan led by government technical officers 	<ul style="list-style-type: none"> Best practices from other countries regarding development of an integrated land-use management plan How to keep the teams together and bring various contributions to cohesion
Chad	<ul style="list-style-type: none"> Prior experience from the government and the Sahara Conservation Fund regarding the reintroduction of endangered species, institutional arrangements for co-management of the reserve, use of remote monitoring (GPS) collars, and EcoGuard training 	<ul style="list-style-type: none"> Revision of the environmental legal corpus with a focus on wildlife Application of the law Bushfires and other threats
Congo, Rep.	<ul style="list-style-type: none"> Partnership agreement with wildlife nongovernmental organizations, quick positive impacts on populations of protected wildlife, and participatory agreements on fishing restrictions to increase catches and boost income 	<ul style="list-style-type: none"> Agroforestry with cocoa-banana systems Solutions for managing human-elephant conflicts Systems for monitoring the socioeconomic impacts on beneficiaries (increases in yield and income)
Ecuador	<ul style="list-style-type: none"> Mechanisms for conserving biodiversity through a landscape approach involving multiple stakeholders at a territorial level 	<ul style="list-style-type: none"> Examples from other countries on how best to tackle HWCs
Ethiopia	<ul style="list-style-type: none"> Joint law enforcement operations in project sites to reduce illegal activities Community engagement in integrated land-use management and livelihood improvement Use of media to enhance public awareness of wildlife and protected area conservation challenges and opportunities 	<ul style="list-style-type: none"> Application of technologies in wildlife management (including law enforcement, animal census, and ecological monitoring)
India SECURE	<ul style="list-style-type: none"> Interagency coordination to curb IWT Predator-proof corral pens (HWC) One Health approach 	<ul style="list-style-type: none"> Exploration of a global market for wool-based products Innovative methods to reduce drudgery of women in mountain landscapes
India Wild Cats	<ul style="list-style-type: none"> Innovative approaches to conserving lesser-known species Community stewardship models 	<ul style="list-style-type: none"> Experience with private sector engagement and resource mobilization Best practices on greening tourism Local solutions for HWC interface
Indonesia CIWT	<ul style="list-style-type: none"> Mobile application for identifying protected wildlife species Women forest rangers as community partners for combating IWT and conservation efforts Study assessing the economic value of protected wildlife to support legal processes (25 most traded species) 	<ul style="list-style-type: none"> None presented
Indonesia CON-SERVE	<ul style="list-style-type: none"> Managing interconnectivity of various ecosystems 	<ul style="list-style-type: none"> Innovative finance for wildlife conservation Mobilization of the private sector as agents for environmental change

GWP country	Knowledge and lessons learned	Knowledge needs
Kenya	<ul style="list-style-type: none"> Enhancing cooperation between government and community conservancies on security hubs Equitable sharing of benefits as a key driver of and incentive for community-led conservation efforts and protection of wildlife 	<ul style="list-style-type: none"> Approaches to coordinating partners with conflicting interests and ownership or governance issues
Malaysia	<ul style="list-style-type: none"> Biodiversity Protection and Patrolling Programme 	<ul style="list-style-type: none"> Mainstreaming through (a) formation of a national tiger conservation task force; (b) establishment of a wildlife crime bureau under the Royal Malaysia Police; (c) development and sharing of a wildlife intelligence system; and (d) building capabilities in national wildlife crime forensics
Mali	<ul style="list-style-type: none"> Environmental and social impact assessment 	<ul style="list-style-type: none"> Construction of a storage facility for wildlife products confiscated by the Wildlife Crime Investigation Unit
Mozambique	<ul style="list-style-type: none"> Implementation of mechanisms for human and wildlife co-existence Efforts to engage communities in establishing community conservancies Integrated monitoring technology for conservation, sustainable natural resource use, and stakeholder engagement in Niassa Special Reserve 	<ul style="list-style-type: none"> Ways to transform conflict into opportunity for community livelihoods Lessons from other partners on how to accelerate the process of declaring community conservancies and building the capacity of governance structures Availability of new technologies and innovative solutions for illiterate data collectors and remote areas
Panama	<ul style="list-style-type: none"> Long-term monitoring of the jaguar and its prey in Darien and co-existence of humans and wildlife (jaguars and other species) Strategic alliances to achieve real conservation in the medium to long term 	<ul style="list-style-type: none"> Positive stories about how HWC has been minimized and what may be the key
Philippines	<ul style="list-style-type: none"> Advocacy and campaign to support the amendment of the 20-year-old Philippine Wildlife Resources Conservation and Protection Act A guide for government agencies and partners on how to conduct port assessment to combat IWT 	<ul style="list-style-type: none"> Learning from other countries' experience on efficient disposition of confiscated wildlife (release to wild, repatriation) and combating online trade of wildlife
South Africa	<ul style="list-style-type: none"> Environmental monitors program on environmental integrity management and monitoring context 	<ul style="list-style-type: none"> Project sustainability strategy and implementation plan
South Africa WBE ⁶	<ul style="list-style-type: none"> Biodiversity economy nodes in South Africa 	<ul style="list-style-type: none"> Examples of similar approaches in other conservation landscapes
South Africa HWC ⁷	<ul style="list-style-type: none"> Expanding the HWC and co-existence management framework with three additional elements (through the project preparation grant) 	<ul style="list-style-type: none"> None presented
Tanzania	<ul style="list-style-type: none"> Interagency intelligence anti-poaching operations to combat poaching and illegal wildlife trade 	<ul style="list-style-type: none"> Methods of mitigating HWCs Efforts to sustain human-wildlife co-existence
Thailand	<ul style="list-style-type: none"> Use of the International Consortium on Combating Wildlife Crime indicator framework IWT demand reduction 	<ul style="list-style-type: none"> How to integrate gender into the IWT response
Vietnam	<ul style="list-style-type: none"> Building partnerships for wildlife conservation 	<ul style="list-style-type: none"> Development of a species conservation program Best practices in wildlife and nature-based tourism
Zimbabwe	<ul style="list-style-type: none"> Preparing for all eventualities during surveys: lessons from the crash of a survey aircraft in 2020 	<ul style="list-style-type: none"> Gender mainstreaming in law enforcement Best practices on COVID-19 anti-poaching coping strategies Development and implementation of a communications strategy
Zambia	<ul style="list-style-type: none"> Resettlement of illegal settlers from the Lukusuzi National Park Mobile application in law enforcement, including traditional authority, state, and nonstate actors Livelihood improvement through community subgrants 	<ul style="list-style-type: none"> Enhanced management of HWC to promote co-existence Enhanced partnerships in wildlife management Financing for long-term investments that contribute to emissions reductions beyond GEF-6

Source: Knowledge market session, 2021 GWP annual conference.

⁶ Throughout this report, South Africa WBE refers to the GWP project 'Catalyzing Financing and Capacity for the Biodiversity Economy around Protected Areas (WBE)' funded under GEF-7

⁷ Throughout this report, South Africa HWC refers to the GWP project 'Reducing Human Wildlife Conflict Through an Evidence-Based and Integrated Approach in Southern Africa (HWC)' funded under GEF-7

THE 2021 GWP ANNUAL CONFERENCE AWARD WINNERS FOR BEST COLLABORATION AND KNOWLEDGE PITCH (INDIVIDUAL AWARDS)



TASILA BANDA, GWP ZAMBIA

National project manager, Zambia Integrated Forest Landscape Project

“I have benefited from being part of the GWP community by learning from other projects about practical tools they employ in their conservation work. There is the feeling of Ubuntu whenever we meet in GWP.

Ubuntu to me means being humane beyond just the word Ubuntu itself. It means being committed to community goals and taking care of one another and their needs. The tools shared openly and willingly by this community of practice translate into great biodiversity conservation and ecosystem restoration in our work in Zambia. With the communities in the Lukusuzi and Luambe National Parks of Eastern Province, we have been able to bring them into conservation practice and livelihood improvement through community sub-grants for ecotourism. The communities are poised to receive result-based payments as a reward for good environmental stewardship for many years to come. This is the beginning of the transformation of the minds. Viva GWP, Viva Ubuntu!”



AUGUSTIN MIHINDOU MBINA, GWP GABON

Head of the Cross-Border Monitoring Component, Wildlife and Human-Elphant Conflict Management Project

“Wildlife is a universal common heritage that deserves sustainable and concerted management for the survival of humanity, and the GWP is the ideal framework.

My membership in the GWP community has enhanced my knowledge and skills in global wildlife management. I would like the collaboration with GWP to facilitate exchanges through study tours to pilot sites of exemplary wildlife management.”



MUHAMMAD YAYAT AFianto, GWP INDONESIA

Technical officer, UNDP Indonesia

“GWP is very beneficial for the implementation of wildlife conservation and combating illegal wildlife trade.

Collaboration is the main key for combating illegal wildlife trade, especially collaboration with neighboring countries.

I hope that GWP can be more useful on capacity building and can contribute to more action-oriented cooperation between countries in wildlife conservation and can suppress illegal wildlife trade around the world.”



PHOTO: Rikky Azarcoya

RICARDO MORENO, GWP PANAMA

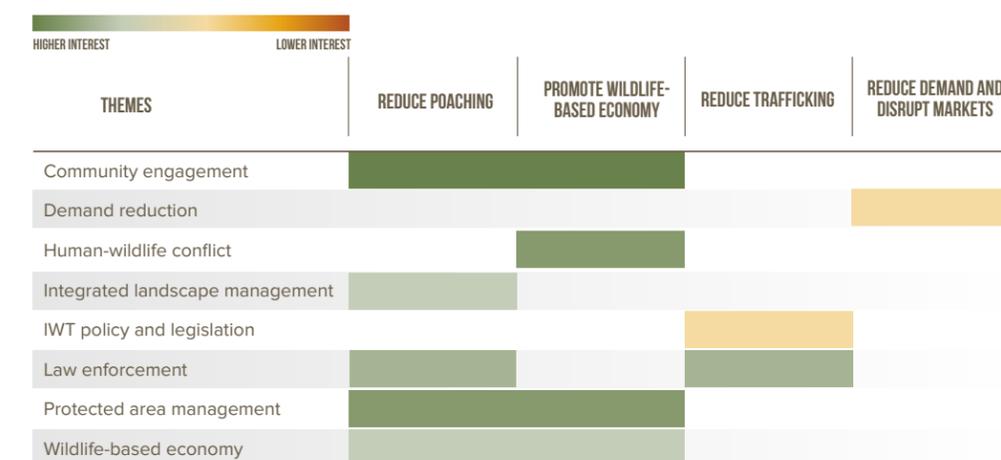
National project coordinator and chief scientist and president of Ya-guará Panamá Foundation

“Being a part of the GWP helps build a global perspective to manage human-wildlife interactions sustainably.

As a worldwide community, we have access to information from around the globe and a wider network with many countries which, like us, are working to improve co-existence with big cats. It is valuable to have these exchanges and assistance because they make us feel that together we can do things differently for our planet.”

Finally, the information from all three data sources was analyzed to determine which themes are most frequently mentioned across GWP projects as being of high interest. The findings are presented in the heat map in figure 3.3. Darker shades in the heat map correspond to the higher interest in that particular topic.

FIGURE 3.3 • Heat Map of Themes of Interest to GWP Projects, by frequency counts



Source: GWP global coordination project analysis.

From this analysis, four themes of common interest to GWP projects have emerged and are described in more detail in this part of the report. These are: (a) empowering communities and building resilient livelihoods; (b) addressing human-wildlife conflict and co-existence; (c) strengthening protected area management and species conservation; and (d) combating trafficking and strengthening law enforcement effectiveness. Discussion within each theme includes insights, lessons learned, challenges, and experiences from across the GWP network.

THEME 1. EMPOWERING COMMUNITIES AND BUILDING DIVERSIFIED, RESILIENT LIVELIHOODS

GWP projects consistently identify community engagement as a high priority, due to the integral connection between community empowerment and effective conservation. GWP interventions involve diverse communities, Indigenous Peoples, and a broad range of stakeholders that contribute directly to making the program work. Therefore, projects search out new ideas on how best to manage and maintain collaborative relationships with communities and provide viable livelihood opportunities. Some of these experiences were explored during the 2021 annual conference, with targeted sessions on community engagement and engaging new partners in conservation. These sessions, combined with additional analyses, yielded the following insights.

Sufficient Time, Sustained Commitment, Tailored Interventions, and Broad Partnerships Are Required to Empower Communities

As noted in Afghanistan’s mid-term review report, true collaboration with communities requires prolonged involvement. Deeper engagement can be secured by hiring skilled community facilitators or project staff who are local or able to spend long periods living close to communities. These staff can encourage genuine and active participation, set up transparent decision-making structures, and provide frequent updates. The review also noted the importance of tailoring interventions to the communities’ needs, workload, and availability. In some cases, community members may find it easier to engage with GWP activities during their less busy periods. For example, farmers and women might participate more during the winter season.

Experience from Mozambique illustrates the benefits of broad partnerships. The project engaged with and received support from community-based organizations and traditional leaders during the planning of new community conservation areas. Community-based organizations proved an efficient way to tap into existing knowledge networks and understand the context, specific needs, and diverse perspectives of communities in the project landscapes. As a result of the involvement of these stakeholder groups, the project made significant strides in obtaining community consent to establish the proposed community conservation areas.

Viable Livelihood Options Must Be Identified That Align to Community Needs While Also Supporting Wildlife Conservation

Livelihood diversification can be a powerful tool for engaging communities in conservation. Experience from GWP projects highlights the importance of early, clear, and frequent consultations with communities during the planning and selection of livelihood diversification options. Projects need to design adequate incentives and appropriate systems to ensure community participation in project interventions.

It is essential to communicate clearly what can and cannot be funded to prevent confusion, mistrust, and delays. Some projects have faced implementation challenges by failing to communicate clearly to communities the link between the proposed livelihood diversification options and wildlife conservation. Mid-term reviews emphasize that, early in their discussions with communities, project teams should discuss connections to GWP outcomes openly, manage expectations, and clearly explain decision making on subsequent funding allocations.

In GWP, support for livelihood diversification is often channeled through small, micro, or low-value grants. Communities highly value the support provided through these mechanisms. GWP projects typically provide good capacity building for communities to strengthen the technical and business skills needed to start and run the small businesses for which these grants are used. However, projects have learned not to underestimate the complexities of these funding modalities. Some projects have experienced delays in grant disbursement, as it took time for communities to become familiar with the requirements to access and use these grants. Projects can minimize transactional costs for communities and prevent delays by providing specific capacity building focused on improving the understanding of these modalities or exploring partnerships with local nongovernmental or community-based organizations on designing, managing, and monitoring these funds. GWP Ethiopia provides a good example of how to do this. Following initial delays in grant disbursement, the project prepared an operational manual on low-value grants and provided training for nearly 1,500 people covering the grant rules and regulations. As a result, community members prepared business plans and organized themselves into 36 cooperatives, which have recently started receiving funds.



Community training on low value grants, Ethiopia
PHOTO: Project Team/GWP Ethiopia

A realistic assessment of the business viability of the planned community-run enterprises is critical for ensuring their long-term sustainability. The design and initiation of any livelihood options should always be discussed and validated in close consultation with communities. In Zimbabwe, for instance, project beneficiaries identified that the profitability of the initially proposed livelihood activities might be compromised because too many people in the area were producing the same product. Project mid-term reviews noted that a robust viability assessment and market analyses can address these concerns. They can also minimize the risks involved and ensure the long-term profitability of small, community-based enterprises.

Sharing Knowledge on Livelihoods Assessments

At the 2021 GWP annual conference, Professor Christo Fabricius of the Nelson Mandela University explained how to conduct standardized livelihoods assessments. The session covered three aspects: (a) the importance of evaluating the viability of community-based livelihood enterprises; (b) the information needed to conduct such an assessment; and (c) the guidance on how to evaluate the viability of community-based livelihood enterprises to ensure that they are scalable, sustainable, and capable of achieving social, financial, and ecological outcomes.

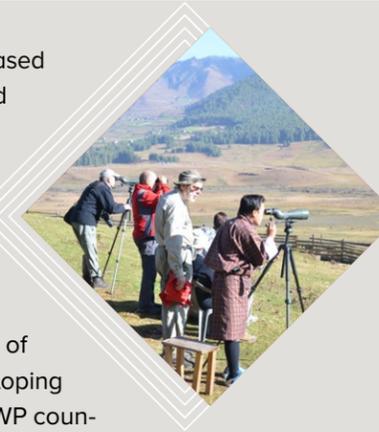
Despite the Disruption of Global Tourism due to COVID-19, the Development of Nature-Based Tourism Remains of High Interest to Communities across GWP Landscapes

Across the GWP, the COVID-19 pandemic has disrupted most planned activities related to nature-based tourism. Nevertheless, these initiatives remain an important revenue-generating option in many project landscapes, particularly those with abundant wildlife and natural assets. The GWP experience shows that nature-based tourism remains of interest to communities, but planned initiatives might need to be adjusted given the impact of COVID-19 and new realities facing the tourism sector. Many GEF-7 projects that feature the development of nature-based tourism—including Bhutan and Namibia—have adjusted the design of projects to explore domestic tourist markets, link tourism to agri-food businesses, and fill gaps in interruptions in international tourism. Nature-based tourism is also being considered as part of diversified, resilient livelihoods rather than as the only source of income. The South Africa WBE project is developing biodiversity economy nodes and exploring multiple sources of revenue from biodiversity. In South Africa, the biodiversity sector is believed to offer more than 418,000 jobs, which is comparable to the 434,000 jobs in the mining sector. The global coordination project will offer technical guidance on developing a wildlife-based economy and achieving the recovery of nature-based tourism to support projects for adjusting to COVID-19.

While nature-based tourism enterprises may be promising livelihood options, projects have to manage community expectations and realistically assess the costs involved in running these businesses. Project mid-term reviews have noted that, in some cases, the start-up costs and initial investments can be high, and further investments are needed to sustain the operations. Further, to be effective, the development of nature-based tourism requires close involvement and support from a broad set of stakeholders who can help to create demand and promote a market for tourism services. GWP projects can facilitate this process, connecting communities with relevant partners. Experience from GWP India exemplifies how to conduct pilot interventions to promote homestay-based ecotourism models, working in partnership with local community-based organizations. The project also offers a good example of connecting beneficiaries with the broader government schemes that promote ecotourism.

PROJECT-TO-PROJECT KNOWLEDGE EXCHANGE: BHUTAN

During the 2021 annual conference, GWP Bhutan showcased the country's unique tourism model, which is built around the principle of "high value, low volume." Several GWP countries, including Vietnam, have shown a strong interest in connecting with and learning from Bhutan's experience as they chart a new course toward rebuilding their tourism strategies beyond COVID-19. In turn, GWP Bhutan has expressed an interest in learning more about the implementation of concession frameworks in protected areas and in developing a robust ecotourism master plan and strategy from GWP countries that have well-developed nature-based tourism industries.



Ecotourism, bird watching
PHOTO: Project team/GWP Bhutan

THEME 2. ADDRESSING HUMAN-WILDLIFE CONFLICT AND CO-EXISTENCE

Many Indigenous Peoples and local communities in GWP landscapes share spaces with and live close to wildlife, which explains why HWC is one of the top ranked knowledge needs of GWP projects. In the 2021 annual conference, almost 50 percent of projects identified HWC as an area where they have relevant experience to share or require further support.

Given the high level of interest in this topic, the global coordination project provided two HWC virtual training sessions to project teams during 2021. A global assessment of HWC laws, policies, and strategies is under way in collaboration with the IUCN Species Survival Commission's Human-Wildlife Conflict and Co-existence Specialist Group.

The key GWP insights are outlined below.

HWC Mitigation Measures Jointly Designed with Communities Are More Effective

The projects that have introduced effective HWC interventions have emphasized the need to design HWC prevention and mitigation measures jointly with communities. In India, the project supported participatory predator-proofing of corral pens in herder villages with high levels of livestock depredation by snow leopards and other species. In the Changthang landscape, the project provided primary raw materials such as chain-link fencing and wood, while the community contributed stones and labor. This community-led intervention led to an increased sense of ownership. Close community involvement also meant that local needs and context were incorporated, through for instance, weather-proofing corrals to withstand the harsh trans-Himalayan climate. The participating villages have not reported a single case of livestock depredation since corral pens were predator-proofed and have recorded fewer cases of HWC conflict.



Panama, Winner of Best Project Knowledge Pitch at the 2021 Annual Conference

Panama emphasized the importance of working with communities as key to the conservation of species and ecosystems. The team particularly wanted to hear positive stories about how human-wildlife conflict has been minimized and to learn about the keys to success.

PHOTO: Yaguara Panamá

Lessons from Afghanistan confirm that working jointly with communities can improve the sustainability of HWC interventions. The project's executing entity, WCS, has been working in the project landscape since 2010, helping to build community and household corrals—support that has helped to eliminate local retaliatory killing of wildlife. As part of the project, 41 corrals have been built. The project has supplied material and entered into agreements with villagers on the maintenance and upkeep of the corrals. The mid-term review pointed out the importance of securing community commitment through co-financing or contributions of labor, materials, or time, in parallel with avoiding pitfalls, such as favoring the wealthy or well-connected members of the community.

Reducing Costs from HWC While Increasing Benefits Can Improve Tolerance toward Wildlife and Promote Co-existence

HWC causes significant economic losses to communities, particularly those living in or near protected areas. The report *Banking on Protected Areas*, supported by GWP, shows the magnitude of these impacts on local economies. In Zambia, for instance, wildlife incursions on farms in 2019 caused crop losses of nearly 14 percent in the Lower Zambezi National Park, corresponding to US\$1.8 million in lost income. Similar findings demonstrate the importance of creating HWC solutions that improve the benefits for communities from wildlife conservation, while easing the costs of living close to wildlife.

The experience from GWP Mozambique illustrates how HWC solutions can lower the costs borne by communities and, in some cases, generate multiple benefits. Working in the buffer zones of the Gorongosa National Park, the project sought to improve human and wildlife co-existence by involving communities directly in HWC management. One initiative involved the construction of beehive fences across seven communities living along the Pungue River. The fences have reduced the number of elephants crossing into the communities and generated local income, as the fence material is sourced from a local, sustainable forestry operator. Moreover, 30 community members, many of whom are women, are engaged directly in maintaining the fences and other elephant co-existence measures. They also earn income by harvesting honey produced from the hives. Additionally, elephant-proof silos were installed in the communities as part of elephant barrier initiatives, targeting women-led households, senior citizens, and vulnerable constituents. These measures have eliminated the raiding of food stocks, improving household food security. The project team has noted that the more they involve communities at each stage, the more buy-in they get from local leadership, especially traditional leaders.

HWC mitigation and prevention remain a priority among the GEF-7 project cohort. All three projects from the Latin America and the Caribbean region—Belize, Ecuador, and Panama—focus on address-

ing HWC. GWP Belize, for instance, plans to explore new ways to minimize the jaguar predation of livestock, which is widespread throughout the country. The project also plans to test the possibility of developing jaguar-themed tourism in high-conflict areas to shift communities' negative perceptions of jaguars into positive ones.

Establishing Strategic Alliances across the Landscape Can Help to Address HWC Holistically

During the annual conference, two projects spotlighted the need to engage with and build on a broad network of alliances, relationships, and expertise to address HWC holistically. In Panama, the project's executing entity, Yaguara Panama Foundation, has long-standing experience and knowledge of the project landscapes, including the challenges related to HWC. It has been monitoring the jaguar species for the past eight years, using camera traps and GPS collars to understand the distribution and movement of jaguars across the landscape. In addition, it supports anti-predation measures, technical assistance, economic alternatives, education, awareness raising, and information dissemination to improve the co-existence of wildlife and humans. Based on this experience, GWP Panama noted that addressing human-jaguar conflict requires multidisciplinary engagement, close collaboration, and coordination between regulatory agencies, nongovernmental and community-based organizations, communities, and academia. Correspondingly, the project will work with a wide range of partners during its implementation.

Similarly, the project in South Africa HWC noted that many national and provincial departments and conservation agencies with HWC mandates have complementary and distinct capabilities. Their structures, capacities, and processes vary further across diverse land uses and provinces. The project identified the need to strengthen these cross-sectoral and landscape-level collaborations and partnerships to increase the benefits for communities and broaden HWC management. As part of project preparation, the team reviewed and expanded the integrated HWC management framework (Safe Systems Approach) developed by WWF to include a "networks and partnerships" element to recognize their importance in addressing HWC effectively. The project also included two further HWC elements: "knowledge sharing and communication" and "sustainable use and livelihoods." The project will test and ground-truth this modified framework during implementation to see if the expanded methodology could be applied more universally as an effective approach to HWC management.

The Safe Systems Approach for HWC Management

The Safe Systems Approach is an integrated HWC management approach designed in 2016 by the WWF Tigers Alive initiative. Although initially designed for tigers, Safe Systems is applicable to all species involved in HWC. By assessing conflict in a landscape through a structured stakeholder consultation process, the approach allows managers, decision-makers, and practitioners to develop HWC strategies address gaps in management, gradually remove immediate risks and, over time, make the area safe for people, their assets, wildlife, and its habitat. The approach focuses on six elements of conflict management including: (a) understanding the conflict; (b) mitigation; (c) response; (d) prevention; (e) policy; and (f) monitoring. WWF is currently reviewing and updating the approach in collaboration with teams across the WWF network and external partners.

THEME 3. STRENGTHENING PROTECTED AREA MANAGEMENT AND SPECIES CONSERVATION

The third theme of interest to the GWP network is the management of protected areas, including monitoring and conservation of wildlife species. Projects are faced with myriad challenges that arise from working in remote landscapes. Although the management of protected areas is a relatively well-established area of work, GWP projects are continuously looking for opportunities to improve and novel ways to protect wildlife and conserve their habitats. The main insights from GWP are shown below.

Protected Area Management Is Improving but Remains Constrained by Funding and Staff Shortages

As reported in section 2, 20 protected and conserved area management plans have been prepared or revised with GWP project assistance. This is a promising foundational step toward strengthening the management of protected areas, as validated through the increase in scores on the METT. To achieve a true and lasting impact, these plans must be implemented effectively and underpinned by sufficient funding. However, many protected areas continue to grapple with limited resources, staffing, and equipment, despite the support received so far through the GWP projects. In Ethiopia, for instance, the mid-term review noted that, despite the strong progress made by the project, the national parks remain poorly equipped and understaffed. High staff turnover means that less than 50 percent of the approved staff positions were filled at the time of the review. Road infrastructure is poor, and patrolling the national parks and combating poaching remain considerable challenges. Zimbabwe has a similar situation, with the number of patrol rangers below optimum levels nationwide. In addition, recruitment levels are low such that when rangers leave, they are not always replaced. Other GWP projects operate within a similarly challenging context.

Inadequate funding for protected area management has been an historical challenge, and COVID-19 has aggravated this situation further. Botswana's mid-term review noted that COVID-19 has heightened the risks that project sites will emerge from the pandemic with significantly reduced financial support. A coordinated resource mobilization effort by a broad range of actors and partners, including public-private partnerships, such as CMPs, is required, as is the generation of revenue from wildlife-based tourism where feasible.

To Maximize Effectiveness, Conservation Technology Needs to Be Fit-for-Purpose, Suitable to the Local Context, and Accompanied by an Adoption Plan

GWP projects are using and applying a range of technological tools to manage and monitor wildlife and landscapes more effectively, especially within protected areas. For instance, SMART has been used in Afghanistan, Gabon, Indonesia, and Mozambique, among others. In some cases, modifications might be needed to adjust these tools to the local context. In Afghanistan, the project has enhanced the SMART tool already in use in the Wakhan National Park through the Cyber Tracker plug-in, which has been translated into Dari. In addition, community rangers have been trained to use the tool. However, the remoteness and vastness of some GWP sites continue to present chal-

lenges. For instance, paper copies of patrol observations are still kept in Wakhan due to limited internet connectivity, inadequate mobile phone coverage, and low information technology support for rangers. Eventually, however, the patrol data collected through the SMART app on mobile phones will be immediately available for use and decision making.

When considering providing any technology to the beneficiaries, projects should ensure that it is fit-for-purpose by carefully assessing its capabilities and ensuring that they match the requirements of the task at hand. In one case, the technical limitations of the basic phones issued to the participating community organizations made it much more challenging for them to provide monitoring assistance for fire outbreaks and HWC cases, even when they were highly motivated. The handsets supplied could not take photos, take videos, or transmit geographic coordinates. Such limitations prevented the initial assessment of the severity, extent, and precise location of fires and limited the mobilization of the right level of resources needed to fight them.

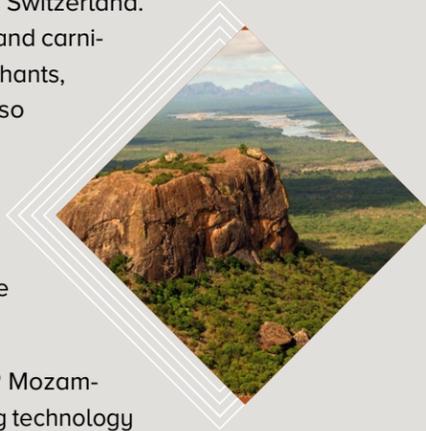
Several projects have designed mobile phone apps to assist rangers and other frontline staff in carrying out their duties more effectively. GWP Indonesia CIWT, for instance, is developing an Android- and iOS-based mobile phone application on protected species to assist law enforcement agencies in the field, such as forest rangers, customs agents, police, and coastguard members, to identify protected wildlife species. As pointed out in the mid-term review, to ensure uptake, secure buy-in, and speed up the transition to using this new technology, a technology adoption plan should be prepared, accompanied by documents detailing any revised business processes. In addition, a strong communications plan and adequate user training are needed to ensure maximum adoption.



Red Panda, Bhutan
PHOTO: Sonam Wangdi

PROJECT-TO-PROJECT KNOWLEDGE EXCHANGE: MOZAMBIQUE

The largest protected area in Mozambique, the Niassa Special Reserve, covers 4.4 million hectares, an area bigger than Switzerland. This unique, vast area is ideal for large mammals and carnivores that require large home ranges, such as elephants, lions, leopards, wild dogs, buffalo, and sable. It also offers a wilderness space for increasing wildlife populations. However, for managers, the size of this protected area presents an enormous conservation challenge. The designation of a special reserve means that some 80,000 people live inside the reserve and its buffer zones.



As a co-manager of the reserve and one of GWP Mozambique's executing entities, WCS has been integrating technology into management and developing and using new tools. As a first step, aerial surveys were used to map and identify critical pressures from economic activities, identifying mineral extraction, logging, field cultivation, and fishing as the dominant threats. However, aerial surveys only capture part of the bigger picture and may not provide the detail required for day-to-day management.

Recognizing these limitations, WSC started to improve its flow of monitoring data, to develop collaboration, and to take a more coordinated approach to conservation. It has been developing a network of data collectors and sources across Niassa, including data from field scouts, HWC scouts, communities, the animals themselves, and private concession partners. Satellite systems are also used to monitor the occurrence of fires and obtain alerts on where deforestation is happening. Data on all sightings of illegal activities, animals, and HWC instances are input into mobile devices and fed into systems such as GPS devices and Earth Ranger.

WSC is now aiming to harmonize these diverse data systems to move away from a siloed approach to conservation. The ultimate goal is to have a more integrated decision-making system that combines near real-time data from across different data streams, including anti-poaching patrols, HWC tracking, communities, and ecosystem health.

The Collection, Ownership, and Management of Wildlife Data Require a Willingness to Collaborate among Many Stakeholders

Many GWP projects are making good progress in collecting or accessing data for managing and conserving threatened wildlife species. But some challenges have been reported. During the 2021 GWP annual conference, projects identified knowledge gaps, including the need to find innovative solutions to support illiterate data collectors and the need to identify and apply more sophisticated technological solutions to conservation monitoring and management. GWP projects in Afghanistan, Belize, Ethiopia, and Mozambique are seeking practical ways to identify new technologies that would

allow for easier monitoring of wildlife and illegal activities over project landscapes in near real time. Some projects are assessing the health and distribution of wildlife populations and looking for the best ways to do that, including remotely. Additional constraints include lack of recent data, limited integration of data, and limited knowledge of low-cost new technologies.

The sensitive nature of some wildlife information, competing interests, and mistrust between key conservation stakeholders and project partners are concerns that can hinder cooperation and negatively affect project results due to limitations in accessing, using, and integrating wildlife data. Additionally, laws and regulatory restrictions can limit what data can be shared outside government agencies or research institutions, including data critical to the success of many projects, such as the location of wildlife species and their habitats.

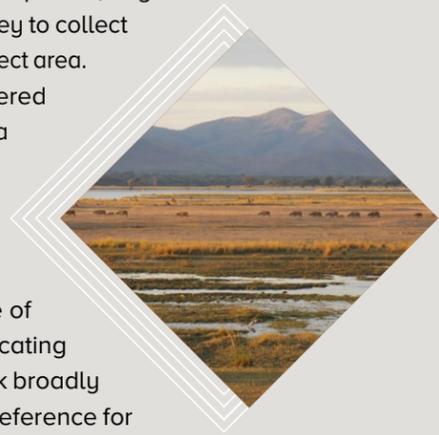
Projects in Belize and Kenya have shared insights on the need to find creative solutions to incentivize collaboration and data sharing. GWP Kenya has identified the need to reconcile conflicting interests, data ownership, and governance issues by building on the strengths of each stakeholder and urging compromise on the areas of disagreement or conflict. However, this effort can be challenging to implement in practice. Within Belize, there is an abundance of knowledge on the movement of jaguars, but the data are either held by specific individuals or fragmented among several stakeholder groups with few incentives to collaborate. A key challenge remains finding a way to create collaborative networks that have sufficient incentives for stakeholders to participate and share their data. The GWP project in Belize will support the creation of national databases and management structures to go “beyond the individual” and provide an institutional memory for national wildlife conservation. If successful, this effort will allow for wildlife data to be adequately collated, stored, standardized, and mobilized for wildlife management.



Jaguar in Belize,
PHOTO: Shutterstock

PROJECT-TO-PROJECT KNOWLEDGE EXCHANGE: ZIMBABWE

GWP Zimbabwe commissioned an aerial survey of elephants, large herbivores, and other mammals in the Zambezi Valley to collect data on the populations of flagship species in the project area. The survey commenced in October 2020, but suffered a disaster when the survey aircraft crashed, with a tragic loss of life and serious injuries. Although a highly atypical event, GWP Zimbabwe shared the lessons from this experience, advising its GWP peers on the need to plan for all possible eventualities in project implementation. First, a clear line of command is needed, as is guidance on communicating during emergencies. Second, it is important to think broadly about risk management when preparing terms of reference for these and similar activities. Third, in case of disaster, a clear plan is needed on how to communicate and handle media inquiries. And, finally, even with adequate emergency services in place, all projects need to have a good network of stakeholders that can offer assistance, including governments and national agencies, as was the case in this situation. These lessons are transferrable to many areas of routine GWP work, such as carrying out field work or operating in remote areas. They serve as a reminder of the myriad risks that can arise and the importance of being adequately prepared to address them.



THEME 4. COMBATING TRAFFICKING AND STRENGTHENING LAW ENFORCEMENT EFFECTIVENESS

Law enforcement ranks as one of the top five knowledge priorities of all three GWP regions. Strengthening the effectiveness and coordination of national law enforcement is a particular focus of GEF-6 projects. As implementation progresses, these projects are reporting a range of opportunities, challenges and insights as described below.

Establishing Interagency Law Enforcement Coordination Mechanisms Requires Trust and Patience

Many GWP projects are strengthening the effectiveness of national law enforcement by establishing and improving interagency coordination mechanisms at the national and subnational levels. While 13 mechanisms have been supported to date, at the 2021 annual conference multiple projects reported challenges building the relationships and coordination arrangements needed to sustain these mechanisms. Projects emphasize the importance of building trust, along with being aware of potentially sensitive relationships and having the patience to work on these relationships over time.

High-level commitment, combined with the assignment of agency representatives empowered to carry out agreed upon decisions, is key.

National coordination strategies should define clear roles, responsibilities, and expectations for each member. In Tanzania, clear mandates and chains of command have helped to ensure functional multiagency partnerships. A three-tier coordination mechanism was designed, comprising a strategic National Wildlife and Forest Security Committee to provide overall leadership and direction, an operational National Anti-Poaching Task Force to organize and coordinate activities as per strategic directives given by the National Security Committee, and a tactical Task Coordination Group to implement and enforce actions at the level of ecological zones as tasked by the National Task Force. Getting these mechanisms right can take time. In Thailand, protracted discussions to agree on the composition of the Thailand Wildlife Enforcement Network (WEN) committee have delayed the development of the Thai WEN strategy, the creation of information exchange protocols, and the establishment of joint enforcement initiatives at the provincial level. The project also identified the importance of having a dedicated operational budget to maintain momentum and to identify longer-term funding to ensure that coordination continues beyond the project.

At the GWP knowledge market session, Ethiopia shared insights on the operational effectiveness of the project's joint IWT task forces at project sites. The project attributes this effectiveness to the fact that all key stakeholders were engaged in establishing the task forces, including local communities, wildlife management and law enforcement agencies, prosecutors and judiciary, and administrative bodies at the site level. Multiple projects highlight the importance of including prosecutors and judiciary in coordination measures—both to raise their awareness and to provide feedback and highlight potential problem areas, such as chain of custody and other evidentiary issues.

To promote cross-GWP learning, the GWP has engaged a law enforcement adviser to identify good practices that can help to resolve identified challenges and convene project teams to share their experiences and lessons learned. This effort will also benefit GEF-7 projects working to strengthen interagency coordination, such as Malaysia, which is establishing a national interagency taskforce through signed interagency collaboration agreements along with a strategic plan, operational budget, and performance indicators for the task force's operation, and South Africa WBE, which is strengthening the new National Environmental Enforcement Fusion Centre that is tasked with coordinating intelligence and tactical engagements across government teams.

Private Sector Can Play an Important Role in Disrupting Wildlife Trafficking Chains

As GWP projects continue their activities to deter, detect, and disrupt wildlife crime, they are realizing the potential benefits of engaging the private sector. Traffickers use legitimate transport, logistics services, and commercial trade routes to move wildlife products illegally from source to consumer countries. The private sector can unwittingly facilitate wildlife trafficking through these legal supply chains and can offer valuable support to law enforcement. UNDP-executed efforts under the global coordination project are supporting GWP knowledge exchange on engaging the maritime transport sector in combating wildlife trafficking by sea. An initial step toward identifying the potential role of port and shipping industry stakeholders has been to use the PortMATE methodology to assess risks and weaknesses in supply chain security. This methodology has been applied at internation-

al seaports in Kenya and Tanzania, adapted for domestic seaports in the Philippines, and used to inform the design of project interventions during Pakistan's project preparation phase. Engagement of different countries in port stakeholder workshops (attendance of representatives from the Philippines and Vietnam at a workshop for Mombasa seaport) and the planned development of a best practices guide by UNDP will further support GWP learning on engaging the maritime sector in combating wildlife trafficking.

Another example of private sector engagement comes from the knowledge market presentation of the India SECURE team, which mapped the full trafficking chain at IWT hotspots to see how illegal wildlife products cross paths with various actors from source to destination. The assessment identified the use of mail routes by traffickers—information that then enabled a dialogue between enforcement agencies and postal departments and private courier companies around wildlife trafficking. Enhanced efforts across the mail and courier sector, such as greater sharing of information with enforcement agencies and monitoring for illegal activities, are supporting enhanced coordination to detect and seize IWT products at key transit locations across India.

PROJECT-TO-PROJECT KNOWLEDGE EXCHANGE: KENYA

GWP Kenya's experience with establishing multiagency wildlife security hubs in Tsavo highlights the role that the private sector can play in site-based anti-poaching. The project realized that effective coordination of these security hubs required the engagement of private conservancies and ranches, working closely with Kenya Wildlife Service and other agencies. This engagement resulted in a partnership between government, community conservancies, and ranches linking the security networks of the project's collaborating partners. This includes a Memorandum of Understanding between Kenya Wildlife Service and the wildlife conservancy association to host the main hub at the Kenya Wildlife Service's Tsavo Conservation Area, Voi station. An additional land lease agreement will be signed between the local wildlife conservancies association and ranch owners across a sizeable 10-acre site where the Kasigau wildlife security sub-hub will be located. Once operational, these security hubs will enable a more effective frontline defense across land tenure types, protecting Kenya's wildlife, much of which is found on community and private lands outside of the protected area system.



Synergies between GWP Projects and ICCWC Are Helping to Strengthen Law Enforcement Responses

GWP projects are adopting ICCWC tools, such as use of the ICCWC indicator framework by Thailand and the Philippines. Several projects are using an improved ICCWC indicator framework score as a results framework indicator. However, delays in conducting baseline assessments mean that projects have not yet established end-of-project target scores as goals. These delays will limit the potential to realize a measurable improvement by project close. While projects found that indicator framework assessments provided useful direction to capacity development programs (as reported by Thailand during the knowledge market session and by the Philippines in the end-of-project evaluation), it is not yet clear whether the tool is sensitive enough to detect change as an indicator. This lack of sensitivity could challenge the ability to measure improved law enforcement responses. Projects also reported challenges in obtaining and reporting metrics such as seizures, prosecutions, and conviction rates, providing a further obstacle to measuring the impact of improved law enforcement and criminal justice. This limitation is also delaying the submission of updated data by projects.

Eight GWP countries are identified as ICCWC priority countries for combating wildlife crime, due to their significant role in global wildlife trafficking chains and need for stronger national responses and greater capacity. Where these GWP projects are investing in combating IWT, strong synergies are possible. For example, in Madagascar, an ICCWC priority country, the GWP project will address multiple recommendations arising from the ICCWC toolkit assessment to strengthen laws and law enforcement capacity, showing the value of the GWP in providing governments with dedicated funds to follow up on such assessments. In Malaysia, UNODC will support implementation of the ICCWC indicator framework along with follow-up training in areas identified as priorities—engagement that will help to align the GWP project with ICCWC work programs. Given the broad framework of the GWP, these potential synergies can be missed when GWP projects do not include a strong focus on IWT. Greater consideration of global IWT priorities and inputs from ICCWC partners during project conceptualization could help to resolve this situation.





Surroundings of lake Naivasha, Kenya
PHOTO: Gregoire Dubois/Flickr

SECTION 4 GWP IMPLEMENTATION PROGRESS

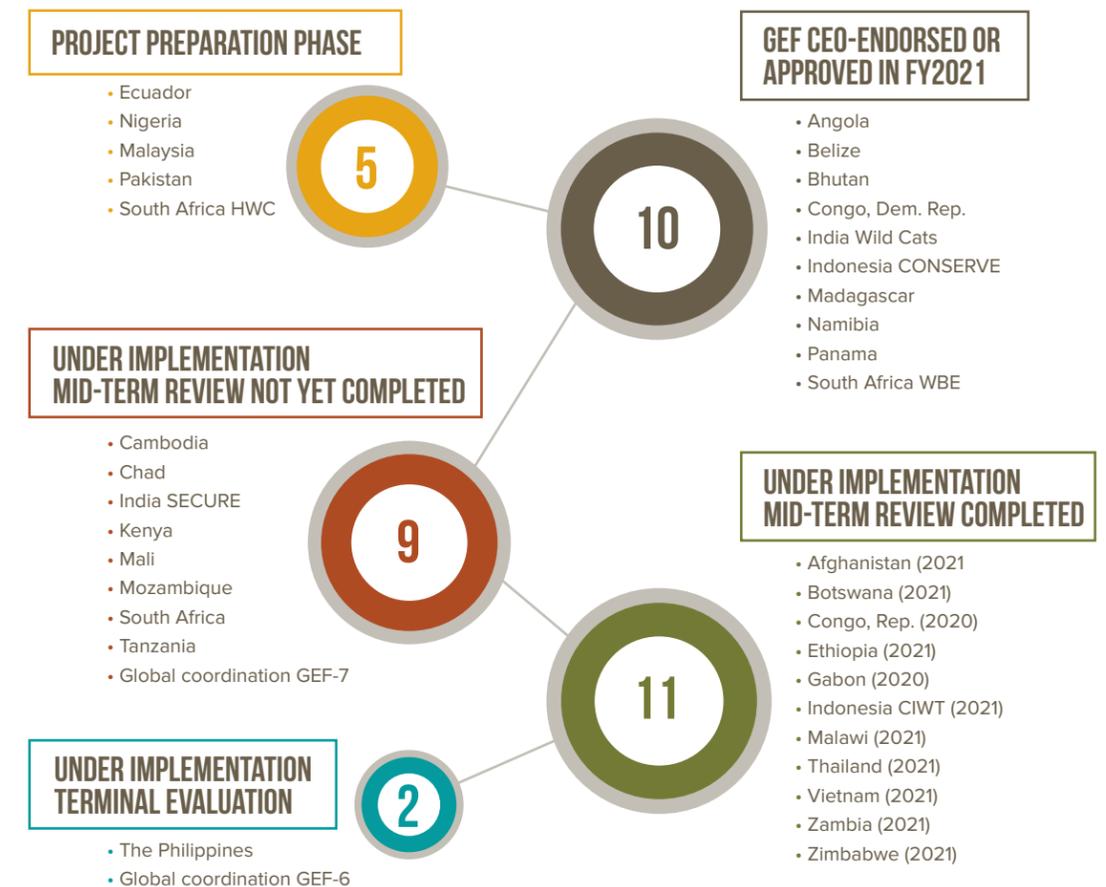
This section updates the implementation status of the GWP portfolio, along with the financial status, performance progress, risk ratings, and gender mainstreaming as reported through project implementation reports and mid-term reviews.

IMPLEMENTATION STATUS

As of the end of June 2021, the GWP portfolio consisted of 37 active projects (figure 4.1).⁸ Five GEF-7 projects (13 percent) were still under preparation, and 10 (27 percent) received the GEF CEO endorsement or approval in FY2021 ahead of implementation. Twenty-two projects (59 percent) were under implementation, with the majority in or near the mid-term review stage. Two projects were in the terminal evaluation stage. The World Bank-executed component of the global coordination project (GEF-6) closed in July 2021; however, the UNDP-executed component is ongoing. The Philippines project was nearing closure and due to close in late 2021.

⁸ The GEF CEO has approved 39 projects. As reported in previous annual reports, one project has been canceled, and another is being reformulated (for more details, see the discussion of risk in this section).

FIGURE 4.1 • Overview of the GWP Project Portfolio, by Phases of the GEF Project Cycle, as of the End of June 2021



Source: GWP global coordination project analysis.

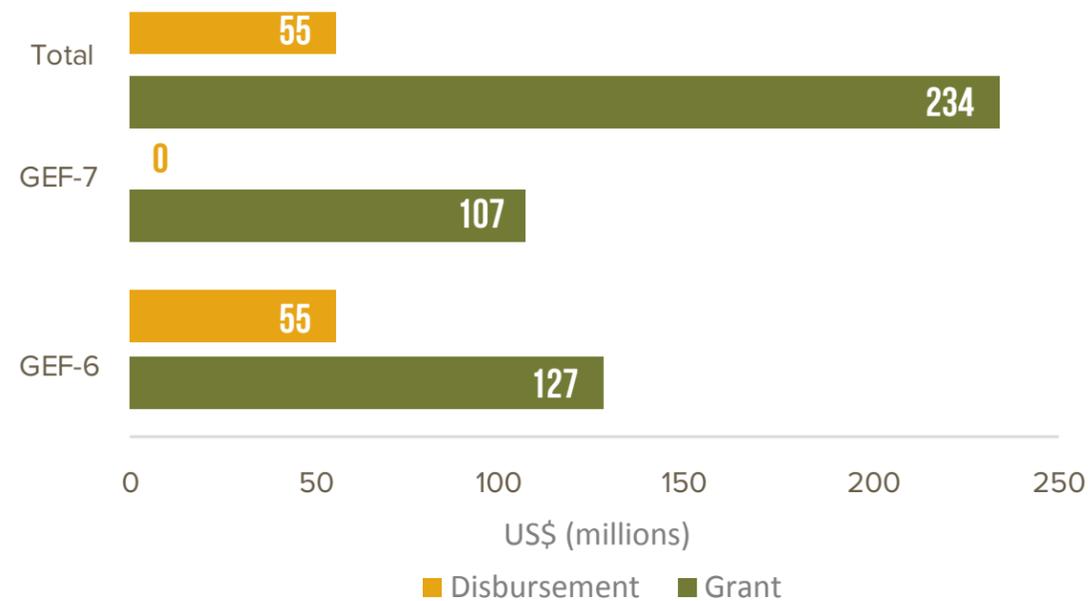
Note: India Wild Cats refers to the GWP project 'Strengthening Conservation and Resilience of Globally Significant Wild Cat Landscapes Through a Focus on Small Cat and Leopard Conservation (Wild Cats)', funded under GEF-7. Indonesia CONSERVE refers to the GWP project 'Catalyzing Optimum Management of Natural Heritage for Sustainability of Ecosystem, Resources and Viability of Endangered Wildlife Species (CONSERVE)', funded under GEF-7.

FINANCIAL STATUS UPDATE

Out of the US\$227 million⁹ approved for GWP projects over two GEF replenishment periods, around a quarter, 24 percent (US\$55 million), had been disbursed as of the end of FY2021.

Out of the total of US\$127 million approved during the GEF-6, US\$55 million (43 percent) have been disbursed (figure 4.2). No disbursement data are available for GEF-7 projects, as only two have submitted their first project implementation report, both reporting no disbursements. Disbursements and the start of implementation for some GEF-7 projects have been impacted by COVID-19 disruptions.

⁹ This figure excludes one project in the Republic of Congo that was canceled after being approved.

FIGURE 4.2 • GEF Grant vs. Disbursement, Total, by GEF Phase

GWP PERFORMANCE PROGRESS

Annual Project Implementation Report Ratings

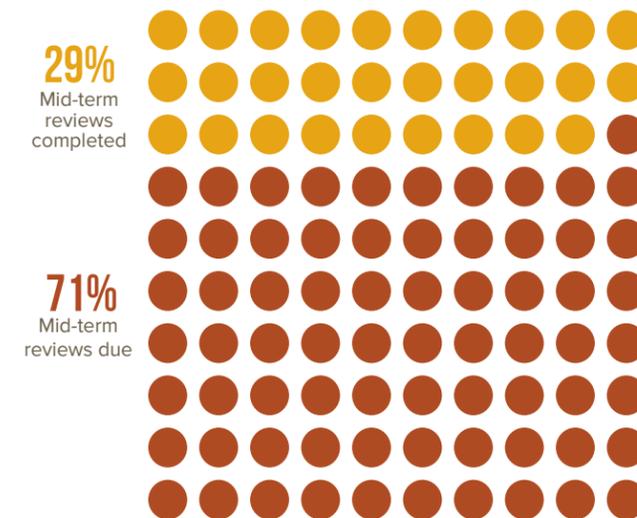
Twenty GWP projects (18 GEF-6 and 2 GEF-7) submitted their project implementation reports at the end of June 2021. Each project rated the progress made toward achieving its development objective based on the extent of reported progress toward project targets. Of these 20 projects, 70 percent reported satisfactory progress toward achieving the project development objective (figure 4.3), with 20 percent (4 projects) reporting progress as satisfactory and 50 percent (10 projects) reporting progress as moderately satisfactory. Almost one-third of projects (30 percent) rated their overall progress as unsatisfactory—25 percent (five projects) rated it as moderately unsatisfactory and 5 percent (one project) as unsatisfactory.

FIGURE 4.3 • FY2021 Project Implementation Report Ratings for Project Development Objective

Source: GWP global coordination project analysis, using 20 project implementation reports for 2021.

Mid-Term Review Ratings

Thirty-five GWP projects are expected to undergo mid-term reviews during their project cycle.¹⁰ Of these, 29 percent (10 projects) have already completed their mid-term review, and 71 percent (25 projects) are yet to undergo a mid-term review (figure 4.4). Two mid-term reviews were completed in 2020, while eight were completed in 2021. For those projects where dates are known, seven are due in 2022, seven in 2023, four in 2024, and one in 2025.

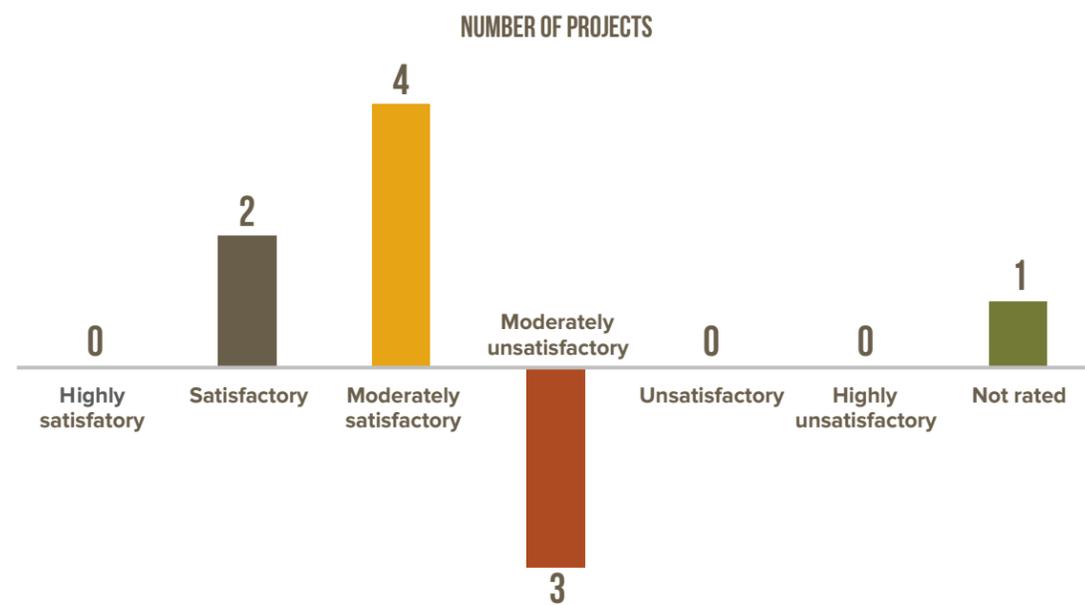
FIGURE 4.4 • Percent of Mid-term Reviews Completed vs. Due

Source: GWP global coordination project analysis based on data in the approved project documents (n = 35).

¹⁰ N = 35 projects; excludes two projects that do not need to submit mid-term reviews (the Philippines and the GEF-6 global coordination project) and the Cameroon project, which is being reformulated.

The ratings assigned by the mid-term reviewers for progress made toward achieving the project development objective are given in figure 4.5. Two projects, Ethiopia and Malawi, received a satisfactory rating. Four projects, Afghanistan, the Republic of Congo, Indonesia CIWT, and Zambia, received a moderately satisfactory rating. Three projects, Botswana, Gabon, and Thailand, were rated as moderately unsatisfactory. The mid-term review for the project in Vietnam did not provide a rating for the project development objective, although project implementation was rated as satisfactory overall.

Figure 4.5 • Project Development Objective Ratings from Mid-Term Reviews, by Number of Projects, as of the End of June 2021



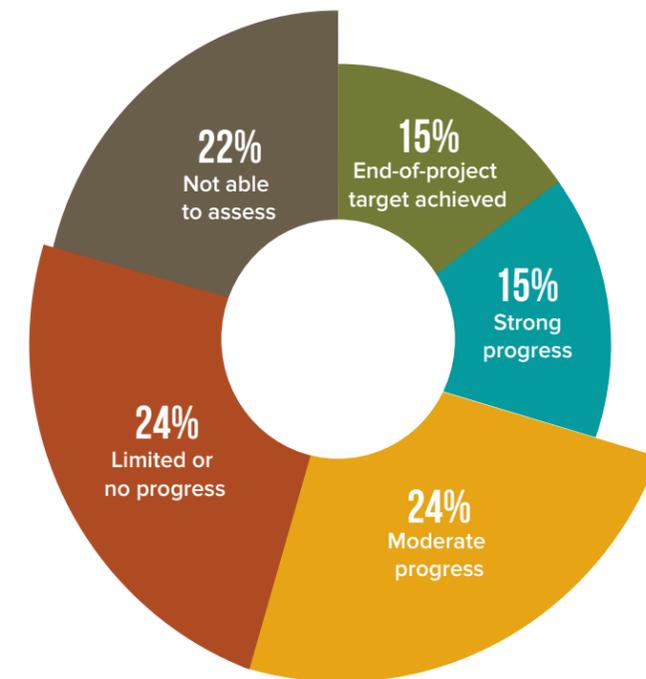
Source: GWP global coordination project analysis, based on the mid-term review ratings.

Indicative Assessment of Program-Level Performance Mid-Term Through GEF-6

The GWP GEF-6 phase is nearing its mid-term phase, with most projects from that cohort either having completed their mid-term reviews or about to do so in the next reporting period. To assess the progress of GEF-6 projects toward their intended results, data reported in project implementation reviews and mid-term reviews were compared against the specific end-of-project targets approved under each project's results framework. A total of 265 indicators were assessed for 18 projects.¹¹ The results provide an indicative assessment of overall progress at approximate mid-term of the program, although they should be interpreted with caution. The progress of individual projects will be assessed more comprehensively in project mid-term reviews as they are completed by GEF Agencies. The results are shown in figure 4.6.

¹¹ Two GEF-7 projects were excluded from the analysis, as they recently started implementation.

FIGURE 4.6 • Progress in Achieving the End-of-Project Targets, Cumulative Results for 18 GEF-6 Projects



Source: GWP global coordination project analysis.

As of the end of June 2021, 30 percent of the indicator-level targets were assessed as either achieved (15 percent, 41 indicators) or as strongly progressing toward achieving their targets (15 percent, 41 indicators). The reported results from another 24 percent of indicators (63) were assessed as demonstrating moderate progress against their targets. About a quarter of indicators (24 percent) showed limited or no progress toward targets. Finally, for 22 percent of indicators, progress could not be assessed because data were not yet available or were not provided in a form that could be evaluated.

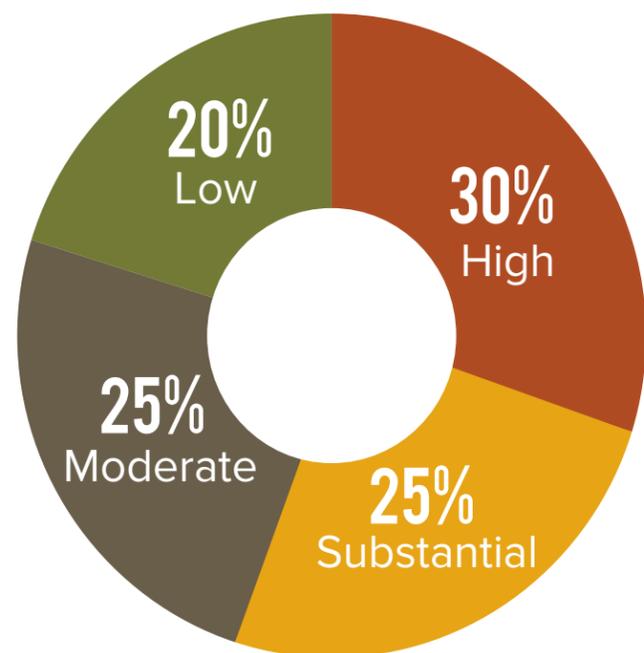
This analysis revealed some weaknesses in the projects' monitoring and evaluation systems. These weaknesses include missing or inadequate baselines, unrealistic targets, and reported results that do not correspond to individual indicators or targets.

For the 55 indicators (22 percent) for which assessment toward progress could not be made, many are related to the results that are to be reported through periodic tracking tools, such as the scores from the METT or the capacity development scorecard. These scores are generally not collected or reported each year; they are expected to be reported as projects reach their mid-term review stage. Other weaknesses are related to limited or no availability of data due to challenges in collecting data, including data on populations of flagship species, poaching levels, law-enforcement-related indicators, and measurement of improvements in the livelihoods and well-being of beneficiaries. These areas would benefit from additional technical support to improve project monitoring and evaluation. It would be useful to document lessons on using practical indicators where data can be collected more feasibly and analyzed to inform the design of results frameworks for future GEF projects.

Risk Ratings

As shown in figure 4.7, more than half of all projects (55 percent) submitting project implementation reviews in 2021 rated their overall risk as either high or substantial. Six projects (30 percent) rated their overall risk as high, five (25 percent) as substantial, and five (25 percent) as moderate. Four projects (20 percent) rated their overall risk as low.

FIGURE 4.7 • Overall Risk Ratings in Project Implementation Reviews, 2021



Source: GWP global coordination project analysis, using the 2021 project implementation report data (n = 20).

These risk ratings show that most GWP projects operate in difficult and complex conditions, with three categories of risks dominating: conflict and fragility, social and environmental safeguards, and COVID-19.

Fragility and Conflict

Ten GWP countries can be categorized as fragile or conflict-affected based on the World Bank's FY2021 list of fragile and conflict-affected situations (table 4.1). A quarter of GWP countries (8 out of 32) are affected by violent conflict.

In their 2021 reporting, Afghanistan, Ethiopia, Mali, and Mozambique raised conflict as a factor affecting their operations and progress. In Ethiopia, one of the project sites, Kafta Sheraro National Park, is in the Tigray region. As a result of conflict in that region, it has been impossible to visit or coordinate protected area management at this site. Therefore, operations and investments in the park are on hold until the situation improves. In Mozambique, a conflict is affecting the Cabo Delgado Province, which includes project sites within Niassa Special Reserve.

TABLE 4.1 • GWP Countries Listed as Fragile and Conflict-Affected

High-intensity conflict	Afghanistan
Medium-intensity conflict	Cameroon; Chad; Congo, Dem. Rep.; Ethiopia; Mali; Mozambique; Nigeria
High institutional and social fragility	Congo, Rep.; Zimbabwe

Social and Environmental Risk and Safeguards

Most GWP projects manage complex social and environmental risks and safeguards. As previously reported, one GWP project was canceled (Republic of Congo), and one was suspended (Cameroon)¹² following inadequate consideration of risk or inadequate consultations with the local and Indigenous communities at project sites.

In 2021, several project implementation reviews raised the need to revise and update project social and environmental risk assessments or to develop and strengthen the project's social and environmental risk management plans. This process will be managed by GEF Agencies in accordance with their own approach, policies, and guidelines. The terminal evaluation of the GEF-6 global coordination project recommended safeguards as an area for further technical support given the complexity of risks facing GWP projects. In response, a session on safeguards was included in the 2021 annual conference, allowing projects to share their experiences and hear tips from experts. In addition, the Cameroon team outlined how the reformulated project design has been reoriented to strengthen wildlife conservation by developing community-conserved areas and market value chains for enhancing local livelihoods. This design views the project landscape through the lens of diverse stakeholders and has been built on extensive consultations with stakeholders and application of the principles of free, prior, and informed consent.

The COVID-19 Pandemic

The COVID-19 pandemic continued to have a negative impact on the implementation of projects throughout this reporting period. Nearly all GWP projects explicitly reported COVID-19-related impacts, ranging from operational delays, procurement challenges, inability to consult with stakeholders, changes in livelihoods, poaching, and threats to wildlife. Their extent and severity have caused extensive delays and the postponement of a range of planned activities.

The repeated lockdowns and reintroductions of restrictions on travel and gatherings have continued to affect field-based activities, training, and work with communities. Seventeen projects (85 percent) have reported negative impacts on operations. In addition, monitoring and evaluation activities have been negatively affected, with field monitoring activities delayed and several mid-term reviews pushed back, including in Afghanistan, Botswana, India, and Indonesia. But despite the delays and the need to carry out some of the reviews remotely, GEF Agencies reported that the quality of the completed mid-term review reports has been good.

¹² The Cameroon project is undergoing a reformulation process that started in February 2021. Once the revised project document is finalized, and if approved by the GEF Secretariat and the GEF Council, the project is expected to resume by the middle of 2022.

Project partners and government staff involved in project implementation have been affected by lower capacity, for instance, fewer human resources or the difficulty of meeting co-financing commitments. Other knock-on impacts, most notably the sharp slowdown in tourism, have had negative implications for some project activities, although projects are adapting by diversifying their tourism products and livelihood opportunities.

Projects continue to design and apply a range of mitigation and adaptive measures, offering useful lessons that can be shared across the GWP network. In FY2021, multiple projects shared such lessons during regional coordination calls.

Gender Mainstreaming

As reported in section 2 of this report, seven GWP projects have reportedly benefited 213,000 people, of which some 60,000 (28 percent) were women. In accordance with GEF requirements, all GWP projects prepared a gender analysis during the project development phase and identified gender-responsive measures set out in gender-mainstreaming plans or the equivalent. However, projects are facing challenges in implementing these plans and integrating them across the scope of the project. For example, some mid-term reviews have noted that, although projects have gender strategies in place that raise pertinent gender issues, there is little evidence of their use in implementation. Some projects are not collecting or reporting gender-disaggregated data on project beneficiaries and participants. Furthermore, a gap exists in linking gender analysis findings to specific actions in the gender-mainstreaming plans.

In 2021, GWP convened a webinar on gender and IWT, in partnership with WWF, to raise awareness of the gender dimensions of IWT and the growing base of research and tools available to projects on this topic. The webinar received high interest from teams interested in improving their gender-mainstreaming actions. A gender technical adviser has been recruited to support projects with integrating gender into their activities, improve conservation outcomes, and enhance gender equality. This support will include guidance on enhancing and implementing their gender action plans, conducting monitoring and reporting on gender activities, and taking steps to strengthen outcomes for women beneficiaries.



Malawi Rangers
PHOTO: Raul Gallego Abellan/GWP

SECTION 5 GWP GLOBAL COORDINATION PROJECT PROGRESS

Coordination and knowledge exchange between GWP projects, along with the monitoring of program impact, are supported by global coordination projects—a US\$7 million GEF-6 coordination project executed by the World Bank and UNDP and a US\$9 million GEF-7 coordination project executed by the World Bank.

In 2021, the components of the GEF-6 coordination project executed by the World Bank were completed, and the new GEF-7 coordination project commenced. This section describes the highlights and cumulative achievements of the GEF-6 coordination project and some early achievements of the GEF-7 coordination project. In July 2021 the World Bank commissioned an evaluation of the GEF-6 GWP global coordination project to assess the achievement of its objectives; the details of this evaluation are outlined in the discussion of monitoring and evaluation. Between July 2021 and June 2026, the GEF-7 coordination project will support coordination and knowledge exchange among both GEF-6 and GEF-7 national projects.

KEY ACHIEVEMENTS OF THE GEF-6 COORDINATION PROJECT

Between 2016 to 2021, the US\$5 million GEF-6 grant from Coordinate Action and Learning to Combat Wildlife Crime, executed by the World Bank, enhanced coordination among stakeholders, supported the preparation of project activities and monitoring of national project outcomes, and developed a knowledge management platform to exchange learning and experiences. Box 5.1 summarizes the cumulative achievements from GEF-6 coordination for the project's four outcomes, figure 5.1 shows the level of participation in webinars, box 5.2 lists the GWP publications, and figures 5.3 and 5.4 describe an online survey of stakeholders.



GWP Project Teams at the Annual Conference in South Africa
PHOTO: Global Wildlife Program

BOX 5.1 • Cumulative Achievements from GEF-6 Coordination, by the Project's Four Outcomes

Outcome 1: enhanced coordination among GWP stakeholders

- ▶ 19 Program Steering Committee meetings held
- ▶ 57 regular coordination meetings held between national projects to exchange experiences
- ▶ IWT donor platform established, including donor funding database on **1,800 projects**, donor funding analysis and report, and 21 donor meetings.

Outcome 2: enhanced coordination to support efforts to fight transnational organized wildlife crime

- ▶ **Stronger engagement** of ICCWC partners and support for ICCWC planning and fundraising
- ▶ ICCWC indicator framework deployed in four GWP countries and preparatory work for ICCWC toolkit and/or indicator framework undertaken in **six GWP countries**
- ▶ **Anti-money-laundering training** conducted in two GWP countries and environmental crime risk assessment applied in 12 countries, including 9 GWP countries.

Outcome 3: establishment of a knowledge exchange platform to support GWP stakeholders

- ▶ **Effective facilitation** of interactions and knowledge exchange between stakeholders on combating IWT stakeholders
- ▶ **Four annual meetings** organized
- ▶ **Five in-person** technical knowledge exchange events held
- ▶ **54 webinars** organized, attended by 3,684 participants, with attendance rising steadily since the first webinars in 2016
- ▶ **One study tour** organized
- ▶ GWP website established that has received more than **21,000 unique** visitors
- ▶ **Eight analytic** and advisory reports published
- ▶ **Two e-books** launched on IWT donor analysis and nature-based tourism
- ▶ **A strategic communications plan** implemented to increase awareness of GWP goals and outcomes, including 10 GWP newsletters, 21 blogs, 17 feature stories, 10 videos, 36 social media campaigns, 10 story maps, and many other assets.

Outcome 4: improved monitoring of national projects outcomes

- ▶ **GWP-specific tracking tool** developed and rolled out to national projects
- ▶ **GWP project and program-level achievements** captured in three annual reports.

FIGURE 5.1 • Average Number of Participants in the GEF-6 GWP Coordination Project Webinars, 2016–21



Source: GWP global coordination project analysis.

Project teams in a breakout group during the annual conference in 2019
PHOTO: Global Wildlife Program

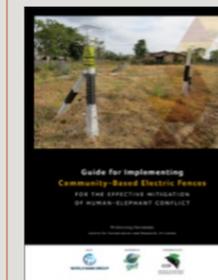


BOX 5.2 • Publications of the GEF-6 GWP Global Coordination Project



Banking on Protected Areas: Promoting Sustainable Tourism to Benefit Local Communities

Published June 2021
File downloads: 3,733



Guide for Implementing Community-Based Electric Fences for the Effective Mitigation of Human-Elephant Conflict (French version)

Published September 2020
File downloads: 2,358 (English) and 123 (French)



Tools and Resources for Nature-Based Tourism

Published September 2020
File downloads: 2,824



Illegal Logging, Fishing, and Wildlife Trade: The Costs and How to Combat It

Published October 2019
File downloads: 1,941



When Good Conservation Becomes Good Economics: Kenya's Vanishing Herds

Published October 2019
File downloads: 1,959



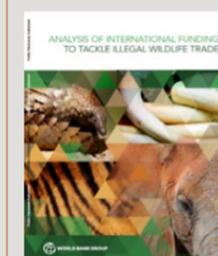
Tools and Resources to Combat Illegal Wildlife Trade

Published March 2018
File downloads: 982



Supporting Sustainable Livelihoods through Wildlife Tourism

Published February 2018
File downloads: 11,976



Analysis of International Funding to Tackle Illegal Wildlife Trade

Published June 2016
File downloads: 8,503

To support the closing evaluation of the GEF-6 GWP coordination project, an anonymous online survey was sent in English and French to GWP project managers, government focal points, GEF Agencies, Project Steering Committee members, donor representatives, and ICCWC partners. Survey respondents provided helpful feedback on the level of satisfaction and types of support received under the coordination project. A majority of GWP stakeholders rated the effectiveness of the GWP knowledge-sharing platform as “highly satisfactory” or “satisfactory.” Projects reported that the GWP helped to improve access to organizations working on combating IWT, improved connections with other participating GWP countries, and facilitated access to improved tools and resources.

FIGURE 5.2 • To what extent was the global coordination project effective at establishing the GWP knowledge exchange platform as an IWT community of practice?

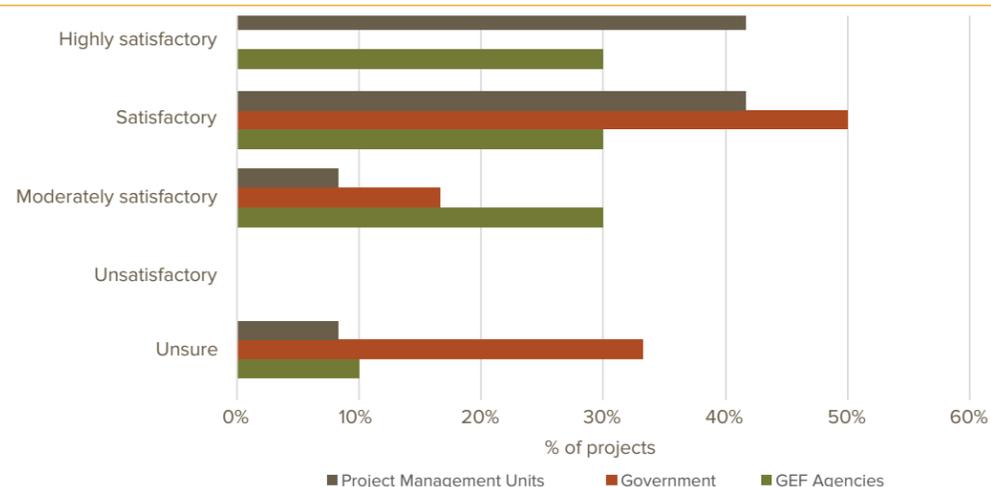
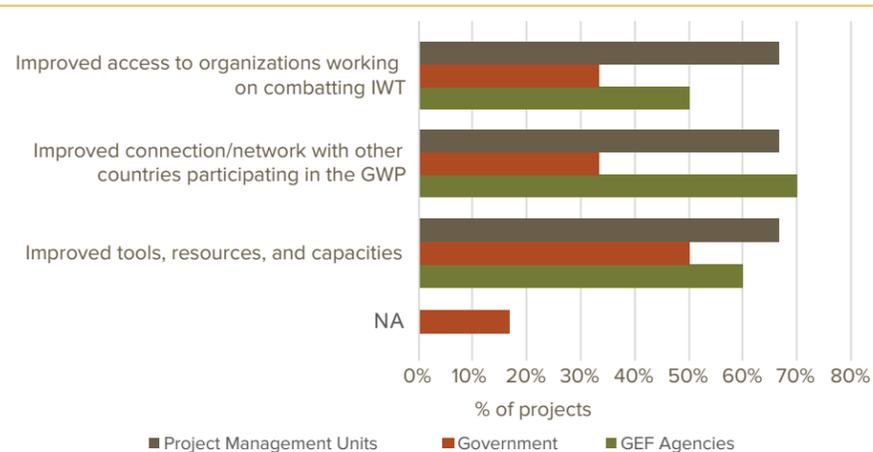


FIGURE 5.3 • How has the GWP knowledge exchange platform supported the effectiveness of the national projects?



NOTABLE ACHIEVEMENTS IN 2021

This section lists key achievements in the areas of a wildlife-based economy, illegal wildlife trade, program coordination, knowledge management, and monitoring and evaluation during 2021 under the GEF-6 (January–July 2021) and GEF-7 (July–December 2021) coordination projects. For simplicity, these subjects are arranged according to components of the GEF-7 global coordination project. Appendix A shows the cumulative results of the GEF-6 project against its components and indicators. Progress of the GEF-7 coordination project against its indicators and targets will be reported in the next annual report after the project has been under implementation for a year.

Wildlife-Based Economy



One of the final knowledge products developed under GEF-6 was [Banking On Protected Areas: Promoting Sustainable Protected Area Tourism to Benefit Local Economies](#). The report estimates the economic impact on local economies of tourism in protected areas. It makes the case that the promotion of sustainable tourism in protected areas should be included in COVID-19 economic recovery plans and that this investment would provide jobs and support economic development while also protecting biodiversity. Four country case studies were undertaken: two in terrestrial protected areas of Nepal and Zambia and two in marine protected areas of Brazil and Fiji. The study found that the rates of return on public investments in protected areas were high and that the revenues from nature-based tourism mostly stayed and accrued additional benefits in local economies. A virtual launch event featuring speakers from Argentina, Nepal, and Zambia was held to promote the report.

As the GEF-7 project commenced, the GWP global coordination project published the [Collaborative Management Partnership Toolkit](#), a resource guide for governments and partners interested in exploring public-private partnerships for protected area management. The toolkit includes analysis of 40 CMPs in Africa, 9 in-depth case studies, and 3 story maps of Akagera National Park, Rwanda, Gorongosa National Park, Mozambique, and Nouabalé-Ndoki National Park, Republic of Congo. The toolkit is also available in [French](#). A launch event featuring speakers from government (Mozambique and Rwanda) and partner organizations (African Parks and Wilderness Safaris) was organized to promote the report. The GWP coordination project provided technical support to encourage uptake of the CMP Toolkit, including technical guidance on CMPs to five African countries.



The GWP co-sponsored the [Virtual Conference on Protected Area Tourism in a Post-COVID World](#) in October 2021, organized by the Center for Protected Area Management at Colorado State University and the United States Forest Service. More than 110 project team members and government counterparts from 14 GWP countries were invited to attend this conference, which included a presentation of the GWP report.

In 2021, in response to project interest and the ongoing COVID-19 travel restrictions, the GWP coordination project broadened its virtual knowledge management agenda. Two virtual training series on mitigating human-wildlife conflicts were held in May–June and November 2021. The first series, “Managing Conflicts over Wildlife: Key Principles,” was attended by 150 participants from 30 GWP projects and three Amazon Sustainable Landscapes projects, representing 33 countries. The second series, “Human Dimensions and Social Psychology,” was attended by 85 participants from 26 GWP projects. Both sessions were delivered by the GWP adviser on HWC, Dr. Alexandra Zimmermann, University of Oxford.

Illegal Wildlife Trade

The GWP global coordination project supported the evaluation of the ICCWC strategic program and the development of the forthcoming ICCWC Strategic Vision 2030, which sets out priority areas for ICCWC’s attention. The GWP coordination team engaged in the new ICCWC national coordination calls for priority countries, helping to identify and facilitate synergies with GWP projects.

The GWP is supporting efforts to build stronger IWT donor coordination. Two global donor coordination meetings were held in 2021 to share updates and discuss a proposal for an updated analysis of donor investment efforts, building off of the GWP coordination project’s analyses from 2016 and 2018. At the regional level, the GWP coordination team and GEF Secretariat presented at the Counter Wildlife Trafficking Partnership Forum organized by GWP, UNDP, USAID Wildlife Asia, WWF, and the government of Thailand in September 2021. Responding to the interest of stakeholders in Asia in strengthening coordination on combating wildlife crime, the GWP, with partners ADB, WWF, and USAID conducted a survey of donors, implementing partners, and governments on coordination needs, priorities, and potential measures that could be adopted in response. Targeted actions to follow up on results are being identified.

In September 2021, the GWP coordination project partnered with TRAFFIC, WWF, WildAid, and USAID in a virtual event to discuss new approaches to reducing demand for illegal wildlife products at the IUCN World Conservation Congress.

Under its components of the GEF-6 global coordination project, UNDP continued its targeted work on seaports implicated in IWT in partnership with TRAFFIC, UNODC, WildAid, and members of the United for Wildlife Transport Task Force. This work aims to strengthen the capacity of law enforcement agencies and coordination with the private sector to prevent, detect, and intercept wildlife trafficking through the ports of Mombasa (Kenya), Dar es Salaam (Tanzania), and Zanzibar (Tanzania) and to strengthen cooperation between ports in Africa and Asia, including through coordination and knowledge exchange with GWP national projects.



Photo: Project Team/UNDP Maritime Project

Key achievements over this period include the following:

- ▶ Establishment of a joint port control unit in Zanzibar, along with continued capacity development and technical support for joint port control units at Dar es Salaam and Mombasa seaports
- ▶ Rollout of the Institute of Chartered Shipbrokers online academy course, “Ports and the Supply Chain: Awareness and Security Measures to Prevent Illegal Wildlife Trade”
- ▶ Development of a draft know-your-customer legal framework for export-import agents in Kenya (the Kenya Maritime Commercial Transport Operations Regulation) in collaboration with Space for Giants and Kenyan government agencies
- ▶ Development of the draft International Maritime Organization (IMO) “Guidelines for the Prevention and Suppression of the Smuggling of Wildlife on Ships Engaged in International Maritime Traffic” under leadership of the government of Kenya and in collaboration with TRAFFIC and WWF. The draft has been circulated among IMO member states, private sector stakeholders, and nongovernmental organizations for comments.

UNDP also supports enhanced coordination across the United Nations on combating IWT. This support includes sponsorship of a GWP Africa-Asia collaboration award under the 2021 Asia environmental enforcement awards, coordination with UNODC on anti-trafficking measures at seaports, and joint events with CITES Secretariat and other partners on World Wildlife Day.

Program Coordination

In 2021 the GWP coordination project organized 11 regional coordination calls with GWP national projects. Continual improvements made to the calls included integrating projects in Africa and Latin America for greater cross-regional sharing, providing French and Spanish simultaneous interpretation and materials, revising agendas to allow more time for project presentations and discussion, and sharing a consolidated summary after each round of regional calls to increase information sharing and facilitate opportunities for collaboration across regions. During 2021, at regional coordination calls, 17 projects presented mid-term review findings, adaptive management measures, recently completed and upcoming activities, and opportunities for knowledge sharing and collaboration.

Three Project Steering Committee meetings were held, during which members discussed the findings of the draft GEF-6 coordination project evaluation and the new GWP knowledge management strategy.

Knowledge Management

The coordination project developed a GEF-7 Knowledge Management Strategy, with inputs from national project teams and Project Steering Committee members to help projects to transform knowledge into action and capacity. Taking into consideration the recommendations from the GEF-6 evaluation, the Knowledge Management Strategy aims to track and assess knowledge uptake better and to design more relevant and targeted knowledge products and events.

Webinars

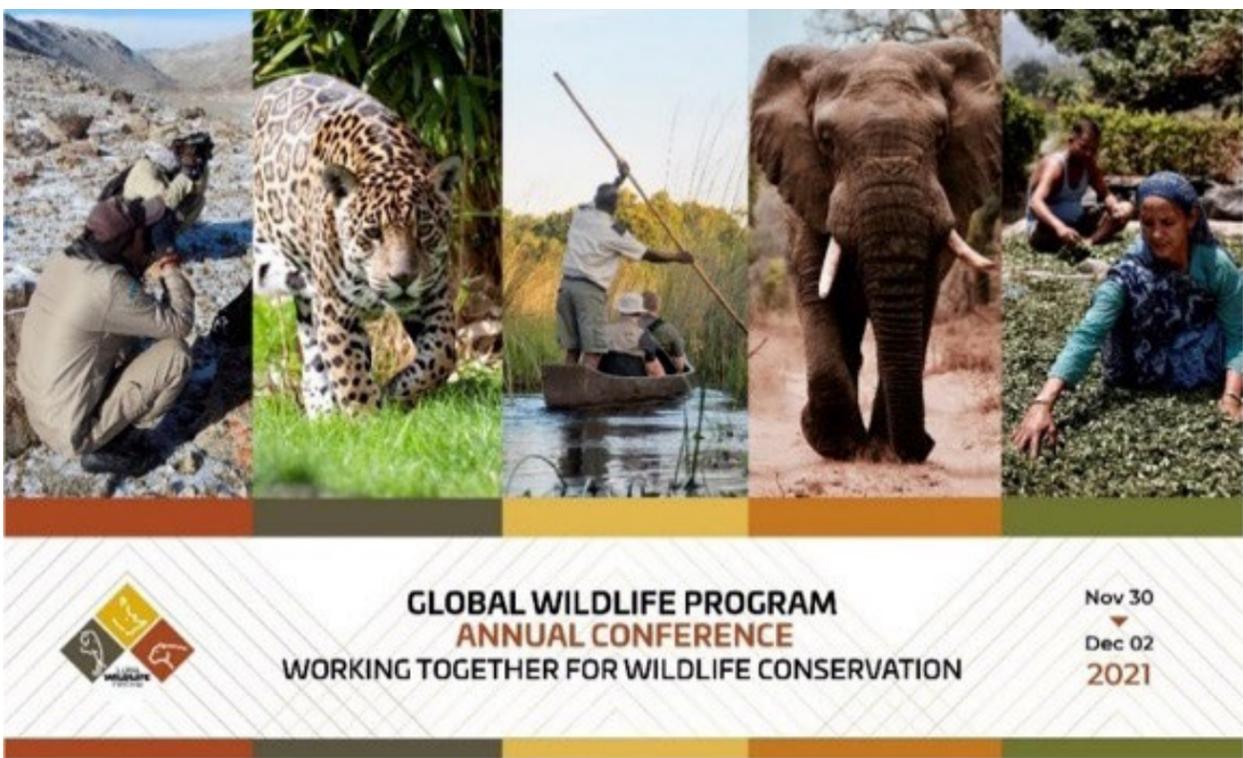
In 2021, the GWP coordination project organized four public [webinars](#), attended by 875 people. Topics covered conservation livelihoods, gender, illegal wildlife trade, and the launch of two reports: Banking on Protected Areas and Collaborative Management Partnership Toolkit. See Appendix C for a full list of speakers.

Annual Conference

The fifth GWP annual conference, “Working Together for Wildlife Conservation,” was held virtually from November 30 to December 2, 2021. More than 200 participants (project teams and partners, government stakeholders, GEF Agencies, and subject experts) attended, representing 32 GWP countries. At the fast-paced GWP knowledge market session, 26 GWP projects described the knowledge that they can share with or need from other projects. An online conference platform on Howspace was used to facilitate virtual networking and dialogue, with resources and content offered in English, French, and Spanish. This platform enabled participants to share photos, resources, and ideas for collaboration and take part in discussion forums before and after the conference. Nearly three-quarters of participants visited the conference page, and one-third of all participants actively posted.

200 attendees from 32 GWP countries joined the 2021 GWP annual conference

4.7 out of 5 was the average satisfaction rating with the conference



GWP Project Profiles

Updated country profiles, including fact sheets for all GEF-7 projects, were developed in English, French, and Spanish and uploaded to the GWP website.



Communications

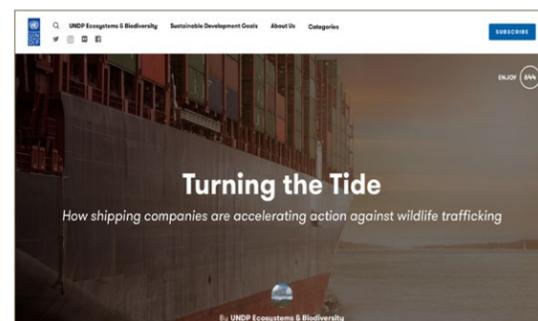
A new GWP logo was launched that is more inclusive of GWP regional diversity along with a [program video](#) to highlight the breadth of activities and themes within conservation.



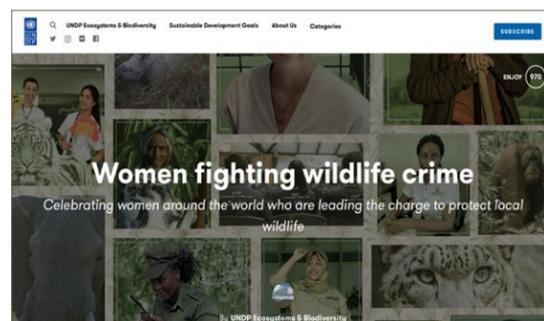
Watch the new GWP video:
Global Wildlife Program: Working Together for Wildlife, People, and Economies.



Five blogs and feature stories were published:



[Turning the Tide: How Shipping Companies Are Accelerating Action against Wildlife Trafficking](#), February 2021 (with UNDP)



[Women Fighting Wildlife Crime: Celebrating Women around the World Who Are Leading the Charge to Protect Local Wildlife](#), March 2021 (with UNDP)



[Forensics for Wildlife](#), August 2021 (with UNDP)



[Collaborative Management Partnerships: How PPPs Help Advance Conservation and Development in Africa](#), September 2021

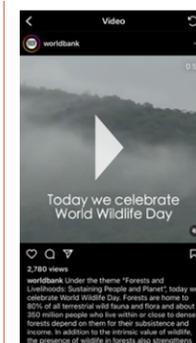


[The 3 C's Vital for Jaguar Conservation: Coordination, Connectivity, and Co-existence](#), November 2021 ([Spanish version](#)).

Five Instagram videos were produced:



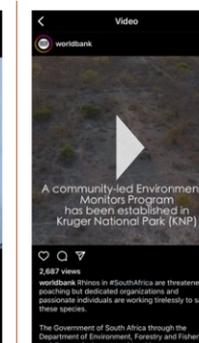
[World Wetlands Day](#)
(5,003 views)



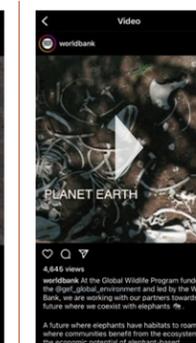
[World Wildlife Day](#)
(2,780 views)



[Earth Day](#)
(4,415 views)



[World Rhino Day](#)
in partnership with the South Africa Department of Environment, Forestry, and Fisheries and SANParks
(2,687 views)



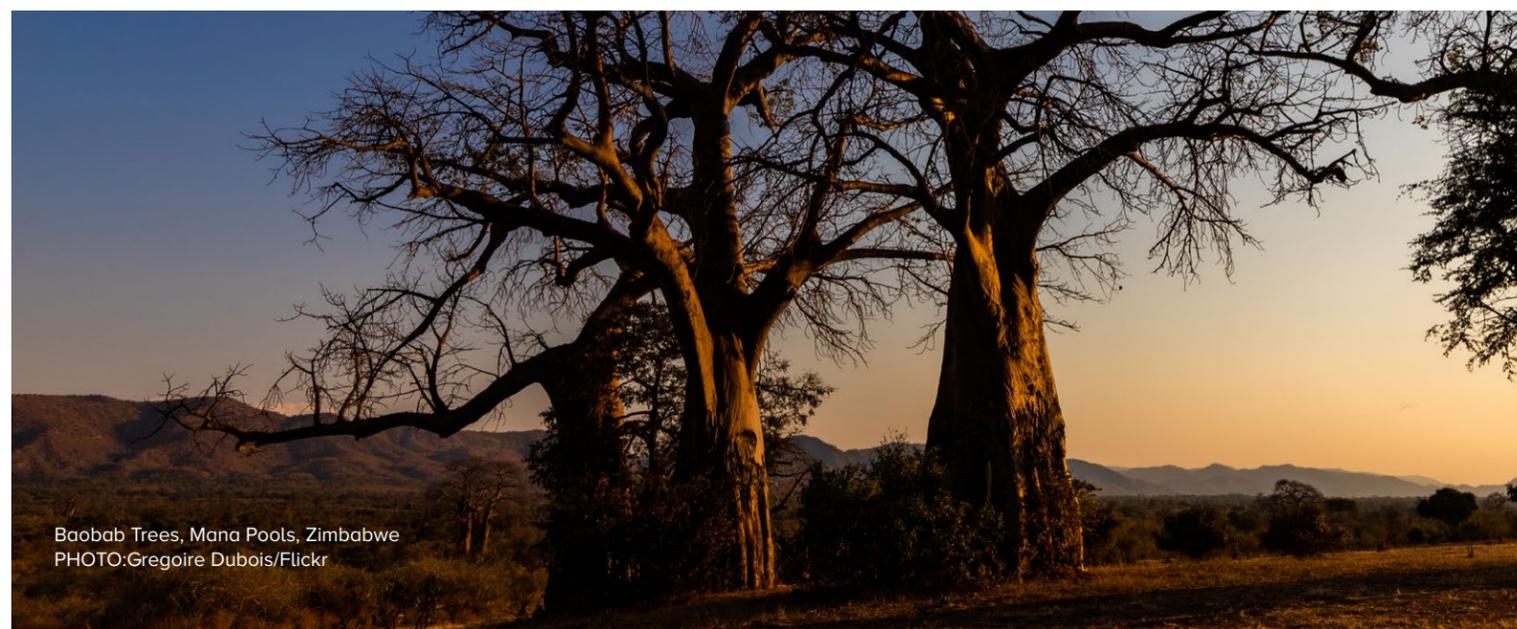
[World Elephant Day](#)
(4,644 views).

To support effective national project communications, a virtual conservation storytelling and communications training series was organized in collaboration with UNDP for projects based in Africa. The series addressed how to use photos, story maps, data, and other tools to communicate project activities effectively to stakeholders and the public. On average, 35 participants joined the sessions.

Monitoring and Evaluation

Within GWP, the global coordination project has a dual function in monitoring and reporting. The first is to monitor and report progress and results for the global coordinating project itself, and the second is to monitor and report results for the entire program.

In July 2021, the World Bank commissioned an independent evaluation to assess the achievements of the GEF-6 coordination project's outcomes. The evaluation concluded that the GEF-6 coordination achieved its objective and was highly relevant to GEF priorities, rating progress toward the objective as satisfactory. Box 5.4 shows the evaluation's recommendations to be considered in the delivery of GEF-7.



Baobab Trees, Mana Pools, Zimbabwe
PHOTO:Gregoire Dubois/Flickr

BOX 5.1 • Recommendations from the GEF-6 GWP Coordination Project

The terminal evaluation of the GWP GEF-6 global coordination project identified the following recommendations for delivering a more impactful GEF-7 global coordination project:

Partnerships are an integral part of the GWP's outreach and impact and should evolve as the GWP progresses. This evolution includes updating roles and responsibilities for the Program Steering Committee, defining future activities for the IWT donor coordination platform, and strengthening synergies between GWP national projects and ICCWC activities.

Coordination with complementary GEF programs improves efficacy and efficiency. More collaboration across GEF programs can offer greater opportunities for transferring knowledge across shared technical themes and South-South co-operation beyond GWP countries.

Knowledge management approaches should focus on translating knowledge into action. A new GEF-7 knowledge management strategy could consider how to assess and strengthen the ways in which national projects use GWP knowledge products and knowledge shared through events.

Evaluation of program-level impact should be strengthened with improvements to the GWP monitoring and evaluation system. To inform adaptive management at a program level and communicate GWP impact to donors and other partners, the rollout of the GEF-7 monitoring and evaluation strategy could consider how program-level results are aggregated and reported, including across both GEF-6 and GEF-7 phases, among other measures.

The GWP knowledge platform can play a role in building capacity and facilitating learning on safeguards and risk management. Many GWP national projects have a complex range of high risks covering physical and economic displacement, Indigenous Peoples, human rights, and security and safety. While the national projects are responsible for assessing environmental and social risks and designing and implementing risk mitigation measures, additional technical support and learning are needed on safeguards and risk management.

As the GEF-7 global coordination project progresses, it will develop mechanisms to adopt these lessons and respond to the recommendations for improvement. As a first step, the team commenced a systematic review of monitoring and evaluation systems to enhance monitoring and reporting of GWP program-level results and impact. This review includes the following actions:

- ▶ Reviewing the monitoring and evaluation tools, such as the GWP tracking tool and the qualitative assessment reports, first introduced in 2017. Since then, the GEF results architecture has been revised, additional reporting requirements have been introduced, and the GWP has expanded significantly.
- ▶ Enhancing and optimizing the use of existing data and regular reporting to minimize the reporting burden for national projects
- ▶ Preparing an integrated, outcomes-based reporting system for the GWP to harmonize GWP-6 and 7 results frameworks and monitoring and evaluation systems, as appropriate
- ▶ Revising the GWP annual report to synthesize and report program-level achievements, results, and impacts.

This work will continue in 2022. Any revisions to the GWP-wide monitoring and evaluation approach will be discussed with the Project Steering Committee and the GEF Secretariat and, if approved, will be implemented in the next reporting period.



Black necked cranes
PHOTO: Ngawang Gyeltshen/UNDP



Indian elephant and egret, India
PHOTO: Gregoire Dubois/Flickr

APPENDIX A STATUS OF PROJECT OUTCOMES OF THE GEF-6 GLOBAL COORDINATION GRANT

Project objective: Create and implement an effective coordination and knowledge platform for the GEF-funded Global Wildlife Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development

Project components	Project outcomes	Expected outputs	Reporting as of July 2021 ¹³
Component 1: program coordination	Outcome 1: enhanced coordination among program stakeholders	Minutes of annual meetings approved	Minutes of 19 Project Steering Committee meetings were completed and shared. Conference proceedings of four annual meetings were completed and shared: <ul style="list-style-type: none"> India (October 2017) Zambia (November 2018) South Africa (November 2019) Virtual (December 2020). 57 coordination calls were organized for national projects across GEF-6 and GEF-7.
		Donor portfolio review report published Donor funding database designed Database filled with donor data	<ul style="list-style-type: none"> International donor portfolio review report was published in November 2016 (more than 7,589 downloads). Donor funding database was designed and filled with data on more than 1,800 projects from 24 international donors that formed the basis of the report. A donor working group was created that collectively developed 20 case studies and 10 story maps on their IWT portfolios. GWP organized six in-person meetings with donors from 2016 to 2021 and 15 virtual sessions. Periodic meetings facilitated donor discussions on IWT initiatives, funding programs, and upcoming events.
Indicators and targets 1.1 GWP national country and international donor coordination roundtable established			Donor roundtable was established in 2016, and donor coordination efforts were sustained throughout the project.

¹³ The reported results are cumulative achievements reported in the July 2021 terminal evaluation for the World Bank-led components. For UNDP-led sub-components, the reported results are part of the 2021 progress update, as these components are ongoing.

Project components	Project outcomes	Expected outputs	Reporting as of July 2021 ¹³
Component 2: strategic partnerships	Outcome 2: enhanced coordination among International Consortium on Combating Wildlife Crime (ICWC) partners to support institutional capacity efforts to fight transnational organized wildlife crime	ICCWC indicator framework deployed	<ul style="list-style-type: none"> ICCWC flagship tools such as the ICCWC toolkit and the associated ICCWC indicator framework were communicated to national projects at a range of GWP knowledge events, with follow-up connections to ICCWC partners made for interested countries. Efforts were also made to connect GWP national projects in the development phase to ICCWC partners to facilitate the integration of toolkit/indicator framework processes or recommendations arising from the toolkit reports in project design. During the duration of the GWP coordination grant, the ICCWC toolkit and/or indicator framework were deployed or commenced in 11 GWP countries. The indicator framework was deployed in four GWP countries (Kenya, Namibia, the Philippines, and Thailand), with support provided in some instances by national GWP projects. Preparatory work for the toolkit and/or indicator framework was undertaken for six GWP countries (Angola, Democratic Republic of Congo, Ecuador, Gabon, Madagascar, and Nigeria).
		Staff trained in anti-corruption and anti-money-laundering Staff trained in interagency enforcement operations	<ul style="list-style-type: none"> Anti-money-laundering training was conducted in two GWP countries (Kenya and Tanzania). Environmental Crime Risk Assessment module (part of the World Bank national risk assessment tool) was developed and applied in 12 countries (Cameroon, Central Africa Republic, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Gabon, Madagascar, Mozambique, Namibia, Uganda, Zambia, and Zimbabwe), including 9 GWP countries.
		Best practice ports incentive scheme developed Anti-trafficking monitoring system for ports developed Container clearance systems and facilities upgraded, with relevant training provided Training provided for interagency and South-South cooperation Awareness campaigns conducted among maritime industry stakeholders regarding (a) negative impacts of illegal wildlife trade and penalties for involvement and (b) benefits of helping to combat IWT Transnational port liaison offices established Toolkit for strengthening IWT law enforcement capacity at ports created	<p>These outputs from 2021 relate to the project sub-components led by UNDP.</p> <p>PortMATE assessment and monitoring system was applied in multiple ports across GWP countries (Kenya, Pakistan, the Philippines, and Tanzania), and further assessments were planned.</p> <p>Joint port control unit was established in Zanzibar. Training and mentoring continued by the UNODC-WCO Container Control Program for joint port control units in Dar es Salaam, Mombasa, and Zanzibar. Nine officers (three women) successfully completed the trainings on ContainerComm, risk profiling, and CITES. Strengthened risk-profiling systems and South-South coordination were established.</p> <p>390 participants enrolled in the online academy to complete the Institute of Chartered Shipbrokers course "Ports & the Supply Chain: Awareness and Security Measures to Prevent Illegal Wildlife Trade."</p> <p>Awareness campaigns for port-based workers are being developed by WildAid and will be delivered in 2022 at three ports.</p>
		Communication measures established among relevant agencies and other industry stakeholders	<p>Three photo stories published in 2021, with a total of 19,912 views:</p> <ul style="list-style-type: none"> Turning the Tide: How Shipping Companies are Accelerating Action Against Wildlife Trafficking Women Fighting Wildlife Crime: Celebrating Women round the World Who Are Leading the Charge to Protect Local Wildlife Forensics for Wildlife: Analysing DNA from Seized Elephant Ivory Adds Teeth to the Fight Against the Illegal Wildlife Trade <p>IWT awareness video and fact sheets produced.</p>
		Indicators and targets	Seven initiatives were undertaken: (a) publication of Tools and Resources to Combat Illegal Wildlife Trade , (b) development of the ICCWC offer to underpin ICCWC fundraising, (c) ICCWC strategic program review and forthcoming ICCWC 2030 Vision and Action Plan, (d) participation in ICCWC's Senior Experts Group and Technical Experts Group, (e) anti-money-laundering training, and (f) GWP/ICCWC Wildlife Forum in January 2020.
2.1 Number of ICCWC-supported initiatives			
2.2 Number of United Nations-supported wildlife initiatives	<p>This indicator relates to the project subcomponents led by UNDP.</p> <p>UNDP again supported a GWP award on Africa-Asia cooperation in the United Nations Asia Environmental Law Enforcement Awards, but due to a lack of submissions, no award was given.</p> <p>UNDP continues its collaboration on combating IWT with other UN partners, including with UNODC on targeted ports effort, and with CITES Secretariat, UNODC, and UNEP on joint World Wildlife Day celebrations.</p>		
2.3 Number of seizures	<p>This indicator relates to the project subcomponents led by UNDP.</p> <p>Seaports: One seizure of 15 tons of Aloe gum done at Mombasa Port in 2021</p> <p>National projects: Tracking of seizures for national projects was intended to be reported through mid-term GWP Tracking Tool updates. To date, few projects have reported clear information on seizures, making it difficult to report on seizures at the program level.</p>		

Project components	Project outcomes	Expected outputs	Reporting as of July 2021 ¹³
<p>Component 3: knowledge management and communications</p>	<p>Outcome 3: establishment of a knowledge exchange platform to support program stakeholders</p>	<p>Biannual GWP meetings conducted</p>	<ul style="list-style-type: none"> • Four annual GWP meetings were held (India 2017, Zambia 2018, South Africa 2019, and virtual 2020) • Five in-person GWP knowledge exchange events were held (Switzerland 2016, Gabon 2017, Kenya 2016, Vietnam 2017, Mozambique 2018) • Other in-person knowledge events held with partners were supported (Nepal IWT prosecution event in 2019, United Nations task force legal symposiums in 2017 and 2019, led by UNDP, and Wildlife Forum with ICCWC in 2020).
		<p>Virtual sessions organized</p>	<ul style="list-style-type: none"> • 54 webinars were organized, totaling 3,684 participants and averaging 70 people per webinar • Two virtual training series (four sessions per series) on conservation storytelling and communications were organized (one each for Anglophone Africa and Asia). • Four virtual trainings on human-wildlife conflict were organized (one each for Asia, Anglophone Africa, Francophone Africa, and Latin America and the Caribbean) with 150 participants.
		<p>Study tours completed</p>	<ul style="list-style-type: none"> • One study tour was held to Sri Lanka in October 2017. Due to COVID-19, additional planned study tours could not be conducted.
		<p>Online knowledge management repository launched (Box, Collaboration for Development)</p>	<ul style="list-style-type: none"> • The GWP website, hosted by the World Bank, has received 47,558 page views and 21,391 unique visitors since its launch in January 2018. • The GWP uses Microsoft OneDrive and Google Drive as a knowledge management repository.
		<p>GWP strategic communications plan developed</p> <p>GWP communication products created (brochures, website briefs, presentations, online platforms, and social media presence)</p>	<p>The GWP developed and implemented a strategic communications plan including the following products to communicate program goals and outcomes and share knowledge:</p> <ul style="list-style-type: none"> • 10 reports and publications (topics: international IWT donor analysis, tools and resources to combat IWT, costs of IWT, supporting sustainable livelihoods through wildlife tourism, tools and resources for nature-based tourism, economic impact of protected area tourism, impacts of habitat loss on Kenya's safari tourism, electric fencing guide, wildlife trafficking in Tanzania's seaports, led by UNDP, and wildlife trafficking in Kenya's seaports, led by UNDP) • 2 e-books (on donor analysis and nature-based tourism) • 3 GWP knowledge platform reports (2016–18, 2019, 2020) • 1 program brochure (French and English) • 10 GWP newsletters • 21 blogs • 17 feature stories • 37 GWP national project briefs • 10 videos • 10 story maps • 2 infographics • 36 social media campaigns conducted to promote GWP products
<p>Indicator and targets</p> <p>3.1 Establishment of an IWT community of practice</p>			<ul style="list-style-type: none"> • The GWP is a community of practice in itself. The online presence and regular in-person and virtual meetings outlined earlier have established the GWP as an IWT community of practice, facilitating connection and exchange between GWP partners and participating in national projects, as documented in GWP knowledge platform reports and event reports. • In addition, the GWP has established two thematic communities of practice on nature-based tourism (World Bank member-only community of practice) and human-wildlife conflict. <p>Nature-based tourism community of practice:</p> <ul style="list-style-type: none"> • Released three reports: <ul style="list-style-type: none"> • Supporting Sustainable Livelihoods through Wildlife Tourism (3,386 downloads) • Tools and Resources for Nature-Based Tourism (1,980 downloads) • Banking on Protected Areas (840 downloads since its launch on June 14, 2021) • Hosted three internal World Bank and two open events, totaling 442 participants. <p>HWC community of practice:</p> <ul style="list-style-type: none"> • Hosted two webinars, attended by 123 participants, and one study tour in Sri Lanka • Released a community-based electric fence guide in English and French

Project components	Project outcomes	Expected outputs	Reporting as of July 2021 ¹³
3.2 Effective communications of the program's activities and impact			<ul style="list-style-type: none"> • Various channels were deployed, including a redesigned website, newsletter, knowledge publications, and social media. • The GWP website has received: <ul style="list-style-type: none"> • 47,558 page views • 29,767 visits • 21,391 unique visitors • 3,213 file downloads. • Views of GWP Instagram videos as of June 21, 2021: <ul style="list-style-type: none"> • Earth Day 2021, held April 22, 2021, 4,392 views • World Wildlife Day 2021, held March 2, 2021, 2,776 views • World Wetlands Day 2021, held February 2, 2021, 4,996 views • World Wildlife Day 2020, held March 3, 2020, 4,862 views • World Ranger Day 2020, held July 31, 2020, 6,627 views • World Wetlands Day 2020, held February 2, 2020, 6,340 views • World Ranger Day 2019, held July 31, 2019, 9,538 views • Biodiversity Day 2019, held May 22, 2019, 4133 views. • Three videos: <ul style="list-style-type: none"> • Rhinos, 4,131 views • Pangolin, 11,816 views • Elephants, 20,888 views.
Monitoring and evaluation	Outcome 4: improved monitoring of national projects outcomes	<p>Tracking tool developed by GWP adopted by national projects</p> <p>GWP monitoring and evaluation manual developed by GWP and adopted by national projects</p> <p>GWP monitoring and evaluation training sessions conducted</p> <p>Monitoring tools adopted by national projects (MOMS, Mike workbook, SMART)</p> <p>GWP monitoring and evaluation report published (at baseline and mid-term)</p> <p>Monitoring tools used for decision making</p>	<ul style="list-style-type: none"> • Tracking tool was designed, developed, and deployed to national projects, with updates to be provided by national projects at mid-term and end of project. • Guidelines on how to prepare the GWP tracking tool were shared with national projects at project preparation and for mid-term and end-of-project updates. A virtual training workshop was provided for project preparation grant teams on the GWP tracking tool in 2016. • Updates on monitoring tools potentially relevant to national projects (ICCWC indicator framework, USAID toolkit on measuring efforts to combat wildlife crime) were included in GWP face-to-face and virtual knowledge events, particularly to support project design. • A qualitative reporting template was developed to collate national project lessons and knowledge needs; 49 qualitative reviews were received from national projects between 2018 and 2020. • Three GWP knowledge platform reports were published, summarizing project progress and identifying project challenges.
Indicators and targets 4.1 Program monitoring system successfully designed, developed, and deployed			A quantitative (GWP tracking tool) and qualitative reporting system is in place for national projects that allows aggregation of information at the program level to monitor the quantitative and qualitative impacts of the GWP.
4.2 Results framework used to support effective decision making and enhance national project quality			GWP knowledge platform reports synthesize national project progress, challenges, and knowledge needs. This information, along with targeted surveys of the knowledge needs of national projects, is used to inform GWP coordination project activities and support offered to national projects.



Giraffes at sunset, Okavango delta, Botswana
PHOTO:Gregoire Dubois/Flickr

APPENDIX B LIST OF GWP PROJECTS WITH EXECUTING ENTITIES

Country	Project Title	GEF Phase	Total grant amount (US\$, millions)	GEF Agency	Executing Entities
Afghanistan	Conservation of Snow Leopards and Their Critical Ecosystem in Afghanistan	GEF-6	2.7	UNDP	WCS; National Environment Protection Agency; Ministry of Agriculture, Irrigation and Livestock
Angola	Strengthen Management and Climate Change Resilience in Angola's Conservation Areas for Sustainable Development	GEF-7	14.8	CI	Angola National Institute for Biodiversity and Protected Areas
Belize	Enhancing Jaguar Corridors and Strongholds Through Improved Management and Threat Reduction	GEF-7	1.2	UNDP	Ministry of Sustainable Development, Climate Change and Disaster Risk Management, Forest Department
Bhutan	Mainstreaming Biodiversity Conservation into the Tourism Sector in Bhutan	GEF-7	4.9	UNDP	Tourism Council of Bhutan
Botswana	Managing the Human-Wildlife Interface to Sustain the Flow of Agro-Ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands	GEF-6	6.0	UNDP	Ministry of Environment, Natural Resources Conservation and Tourism; Department of Environmental Affairs; Kgalagadi and Ghanzi Councils
Cambodia	Cambodia Sustainable Landscape and Ecotourism Project	GEF-7	4.4	World Bank	Ministry of Environment; Ministry of Rural Development
Cameroon	Integrated and Transboundary Conservation of Biodiversity in the Basins of Cameroon	GEF-6	3.9	UNDP	Ministry of Forestry and Wildlife
Chad	Chad Local Development and Adaptation Project (ALBIÁ)	GEF-7	4.5	World Bank	Ministry of Environment, Water and Fisheries
Congo, Dem. Rep.	Kabobo-Luama Protected Area Landscape Management	GEF-7	3.7	UNDP	Ministry of Environment and Sustainable Development; WCS; Congolese Institute for the Conservation of Nature
Congo, Rep.	Strengthening the Management of Wildlife and Improving Livelihoods in Northern Republic of Congo	GEF-6	6.5	World Bank	Ministry of Forest Economy
Ecuador	Integrating Landscape Considerations in Wildlife Conservation, with Emphasis on Jaguars	GEF-7	1.8	UNDP	WCS – Ecuador
Ethiopia	Enhanced Management and Enforcement of Ethiopia's Protected Area Estate	GEF-6	7.3	UNDP	Environment, Forest and Climate Change Commission; Ethiopian Wildlife Conservation Authority; Ethiopian Biodiversity Institute
Gabon	Wildlife and Human-Elephant Conflict Management	GEF-6	9.1	World Bank	National Agency of National Parks, General Directorate of Wildlife and the Protection of Nature

Country	Project Title	GEF Phase	Total grant amount (US\$, millions)	GEF Agency	Executing Entities
India	Securing Livelihoods, Conservation, Sustainable Use and Restoration of High Range Himalayan Ecosystems (SECURE) Himalayas	GEF-6	11.5	UNDP	Ministry of Environment, Forest and Climate Change
India	Strengthening Conservation and Resilience of Globally Significant Wild Cat Landscapes Through a Focus on Small Cat and Leopard Conservation (Wild Cats)	GEF-7	4.5	UNDP/WWF	Ministry of Environment, Forests and Climate Change
Indonesia	Combating Illegal and Unsustainable Trade in Endangered Species in Indonesia (CIWT)	GEF-6	7.0	UNDP	Ministry of Environment and Forestry, Directorate General of Law Enforcement on Environment and Forestry
Indonesia	Catalyzing Optimum Management of Natural Heritage for Sustainability of Ecosystem, Resources and Viability of Endangered Wildlife Species (CONSERVE)	GEF-7	6.3	UNDP	Ministry of Environment and Forestry, Directorate General of Natural Resources and Ecosystem Conservation
Kenya	Combating Poaching and Illegal Wildlife Trafficking in Kenya through an Integrated Approach	GEF-6	3.8	UNDP	Ministry of Tourism and Wildlife
Madagascar	Sustainable Management of Conservation Areas and Improved Livelihoods to Combat Wildlife Trafficking in Madagascar	GEF-7	5.8	UNEP	Ministry of Environment and Sustainable Development
Malawi	Lower Shire Valley Landscape Project, part of the Shire Valley Transformation Program I	GEF-6	5.6	World Bank	Ministry of Finance, Economic Planning & Development; Ministry of Natural Resources, Energy, and Mining; Ministry of Agriculture, Irrigation and Water Development; African Parks Network
Mali	Community-Based Natural Resource Management that Resolves Conflict, Improves Livelihoods, and Restores Ecosystems throughout the Elephant Range	GEF-6	4.1	UNDP	Ministry of the Environment, Sanitation, and Sustainable Development; Mali Elephant Project
Malaysia	Building Institutional and Local Capacities to Reduce Wildlife Crime and Enhance Protection of Iconic Wildlife in Malaysia	GEF-7	7.1	UNDP	Ministry of Water, Land and Natural Resources
Mozambique	Strengthening the Conservation of Globally Threatened Species in Mozambique through Improving Biodiversity Enforcement and Expanding Community Conservancies around Protected Areas	GEF-6	15.8	UNDP	National Administration for Conservation Areas; Gorongosa Project; WCS
Namibia	Integrated Approach to Proactive Management of Human-Wildlife Conflict and Wildlife Crime in Hotspot Landscapes in Namibia	GEF-7	6.2	UNDP	Ministry of Environment, Forestry and Tourism
Nigeria	Improved Management Effectiveness of Gashaka-Gumti and Yankari Protected Areas to Conserve Threatened Wildlife Species, Build a Wildlife Economy, and Enhance Community Benefits	GEF-7	3.5	UNDP	Ministry of Environment
Pakistan	Strengthening Governance and Capacity for Combating Illegal Wildlife Trade in Pakistan	GEF-7	2.7	IUCN	Ministry of Climate Change; WWF; IUCN; Provincial wildlife departments
Panama	Conservation of Wildcats and Prey Species Through Public-Private Partnerships and Human-Jaguar Conflict Management in Panama	GEF-7	1.8	UNEP	Ministry of Environment; Yaguará Panamá Foundation
Philippines	Combating Environmental Organized Crime in the Philippines	GEF-6	1.8	ADB	Department of Environment and Natural Resources – Biodiversity Management Bureau
South Africa	Strengthening Institutions, Information Management, and Monitoring to Reduce the Rate of IWT in South Africa (IWT)	GEF-6	4.9	UNEP	Department of Forestry, Fisheries and the Environment
South Africa	Catalyzing Financing and Capacity for the Biodiversity Economy around Protected Areas (WBE)	GEF-7	13.4	UNEP/ World Bank	Department of Forestry, Fisheries and the Environment; South African National Biodiversity Institute; National Prosecuting Authority; South African National Parks; iSimangaliso Wetland Park Authority
South Africa	Reducing Human Wildlife Conflict Through an Evidence-Based and Integrated Approach in Southern Africa (HWC)	GEF-7	3.4	UNEP	Department of Forestry, Fisheries and the Environment
Tanzania	Combating Poaching and Illegal Wildlife Trade in Tanzania through an Integrated Approach	GEF-6	5.4	UNDP	Ministry of Natural Resources and Tourism, Wildlife Division
Thailand	Combating Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand	GEF-6	4.0	UNDP	Department of National Parks, Wildlife and Plant Conservation; IUCN; TRAFFIC; TRACE; Royal Thai Police
Vietnam	Strengthening Partnerships to Protect Endangered Wildlife in Vietnam	GEF-6	3.0	World Bank	Ministry of Natural Resources and Environment
Zambia	Zambia Integrated Forest Landscape Project	GEF-6	8.1	World Bank	Ministry of Agriculture, Department of National Parks and Wildlife, Forestry Department; Ministry of National Development Planning; Ministry of Finance, Eastern Province Provincial Administration
Zimbabwe	Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe	GEF-6	10.0	UNDP	Ministry of Environment, Climate, Tourism and Hospitality Industry

Source: GWP global coordination project

Note: ADB = Asian Development Bank; CI = Conservation International; IUCN = International Union for Conservation of Nature; UNDP = United Nations Development Programme; UNEP = United Nations Environment Programme; WCS = Wildlife Conservation Society; WWF = World Wildlife Fund.



PHOTO:Jonathan Peldger/Shutterstock

APPENDIX C GWP WEBINARS AND EVENTS

TABLE C.1 • Webinars Hosted by the GWP in 2021

Event title and link to webinar recording	Speakers	Date	Number of participants
Conservation Livelihoods—Looking beyond Tourism	<ul style="list-style-type: none"> Sue Snyman, researcher, African Leadership University, School of Wildlife Conservation Richard Diggle, WWF-Namibia Lisa Farroway, World Bank Carina Piment, Conexsus Brazil Jasper Makala, Mpingo Conservation and Development Initiative Tanzania Joke Hoffman, BioCarbon Partners Marissa Balfour, Wildlife Friendly Enterprise Network Adrian Dellecker, Luc Hoffman Institute 	April	193
Banking on Protected Areas—Report Launch	<ul style="list-style-type: none"> Karin Kemper, World Bank Hasita Bhammar, World Bank Urvashi Narain, World Bank Mark Lundell, World Bank Natalia Jauri, Government of Argentina Sindhu Prasad Dhungana, Government of Nepal William Katongo, Government of Zambia 	June	236
How Can Collaborative Management Partnerships Advance Protected Area Conservation and Development Goals? Report Launch	<ul style="list-style-type: none"> Ariella Kageruka, Rwanda Development Board Kathleen H. Fitzgerald, Conservation Capital Lisa Farroway, World Bank Raymond Bourdeaux, World Bank Mateus Mutemba, Government of Mozambique Jean Labuschagne, African Parks Keith Vincent, Wilderness Safaris 	September	216
Gender and Illegal Wildlife Trade: Overlooked and Underestimated	<ul style="list-style-type: none"> Joni Seager, Bentley University Rob Parry-Jones, WWF International Tamara Leger, WWF International Valerie Hickey, World Bank Lisa Farroway, World Bank Munashe Matare, GWP Zimbabwe Project Yayat Afianto, UNDP Indonesia 	October	230

TABLE C.2 • Events and Workshops Hosted, Co-Hosted, or Sponsored by the GWP in 2021

Event title	Date	Number of participants
Human-Wildlife Conflict Training Series (two-part series)	May–June November	150 85
Conservation Storytelling Workshop for Africa (five-part series)	May–June	35 on average
Counter Wildlife Trafficking Partnership Forum (GWP, UNDP, USAID Wildlife Asia, WWF, and the government of Thailand)	September	> 500
Virtual Conference on Improving Protected Area Tourism in a Post-COVID World (Colorado State University, with sponsorship from the GWP, United States Forest Service International Program, and United States National Park Service)	October	243
GWP annual conference, “Working Together for Wildlife Conservation”	November–December	200



Coastline Loango National Park, Gabon
PHOTO:Gregoire Dubois/Flickr

APPENDIX D GWP TEAM

GWP Team	GWP Team Members
GWP Global Coordination	
World Bank - GWP Coordination Team:	Lisa Farroway, Gayatri Kanungo, Monica Zavagli, Wendy Li, Inela Weeks, Manali Baruah, Hasita Bhammar, Christel Moller, Elisson Wright, Fnu Hanny
GWP Technical Advisors	Alexandra Zimmermann, Kathleen Fitzgerald, Annika Keeley, Diego Juffe Bignoli, Joni Seager, Gayle Burgess, Salvatore Amato
World Bank – Thematic and Management Support:	Christian Peter, Garo Batmanian, Marilyne Goncalves, Nigel Marc Bartlett, Laura Ivers, Hannah McDonald-Moniz, Diana Manevskaya, Susan Fleming, Sunny Kaplan, Inna Peoria, Renata Zincone, Raul Gallego Abellan, Sithie Naz Mowlana, Simon Robertson, Angela Armstrong, Olga Stradyshva
UNDP Combating Maritime Wildlife Trafficking Team:	Harun Guclusoy, Mikhail Paltsyn, Tamara Tschentscher, Deniz Baskan, Petra Valastinova, Mandy Cadman
GEF Secretariat	Adriana Moreira, Hannah Fairbank
GWP Program Steering Committee	Lisa Farroway, Gayatri Kanungo, Arunkumar Abraham, Katharine Thoday, Sugoto Roy, Joshua Schneck, Doley Tshering, Midori Paxton, Mandy Cadman, Jane Nimpamya, Thais Narciso, Renae Stenhouse, Astrid Breuer, Charity Nalyanya, Free De Koning, Adriana Moreira, Hannah Fairbank, Crawford Allan, Sandy Andelman, Alexa Montefiore, Haruko Okusu, Sofie Flensburg, Edward van Asch, Angela Kirkman, John Baker
National Projects	
Afghanistan	Mujtaba Bashari, Ezatullah Sediqi, Idrees Malyar, Jalaludin Naseri, Mohammad Salim, Usha Rao, Qais Sahar, Tashi Dorji, Kaavya Varma

GWP Team	GWP Team Members
Angola	Her Excellency Paula Francisco Coelho, Aristofanes Pontes, Robert McNeil, Ruud Jansen, Charity Nalyanya
Belize	Kenrick Williams, Bart Harmsen, Diane Wade Moore, Santiago Carrizosa
Bhutan	Tashi Tenzin, Tshering Pem, Pema Bazar, Lhendup Tharchen, Sonam Dema, Kezang Deki, Jamyang Gyeltshen, Jigme Dorji, Chimi Rinzin, Ngawang Gyeltshen, Gabriel Jaramillo
Botswana	Mbiganyi Frederick Dipotso, Cyril Taolo, Kabelo Senyatso, Kagoetsile Motlokwa, Chimbi Bratonozi, Mosimanegape Hengari, Retshepi Johny, Jacinta Barrins, Anthony Mills, Makhotso Gaseitsiwe, Julius Rakose, Busani Nyelesi, Nsununguli Maja, Tabona Nyakane, Bame Mannathoko, Onesimus Muhwezi, Mandy Cadman
Cambodia	Khin Mengkheang, Elisabeth Steinmayr, Phearanich Hing, Maurice Andres Rawlins, Werner Knoxel
Cameroon	Gilbert Ndzomo, Jean Louis Parfait Ze, Dorianne Jouoguep, Martin Zhe Nlo, Penny Stock, Madeleine Nyiratuza
Chad	Abakar Ibrahim Mikail, Tahir Brahim Adouma, Jean Nicolas Tamibe Deuzoumbe, Olivier Seid Kimto, Victoire Bebkika Boukinebe, Mahamat Seidou Seidou Ahmat, Aurelie Rossignol, Taibou Maiga
Congo, Dem.Rep	Ben Balongelwa, Deo Kujirakwinja, Jean-Paul Kibambe, Emma J. Stokes, Charles Wasikama, Goetz Schroth
Congo, Rep	Corinne Dickelet, Jean Claude Bozongo, Aime Goulou, Assim Serge Da, Jean Bruno Goliele, Jean François Ekandza, David Maleki, Erwan Morand, Steven Silverstein
Ecuador	Glenda Ortega, Paúl Aulestia, Sebastian Valdivieso, Galo Zapata, Melanie Aleman, Fernanda Gonzalez, Mario Rodas, Natalia Garcíak, José Luis Naula, Alexandra Fischer
Ethiopia	Arega Mekonnen, Kumara Wakjira, Julian Bayliss, Fanuel Kebede, Demeke Datiko, Neway Betemariam, Behailu Mekonnen, Alef Babu, Wubua Mekonnen, Phemo Karen Kgomotso, Goetz Schroth
Gabon	Olivier Ondo Assame, Augustin Mihindou Mbina, Christian Edang Mba, Ariane Kengue, Irène Mouely Sidibe, Sonia Ekaghba, Rostand Aba'a Nseme, Paulin Koumakoudi, Stéphanie Bourgeois, Léa Larissa Moukagni, Murielle Aurianne Betoue Meyet, Salimata Follea
Indonesia CIWT	Achmad Pribadi, Ir. Sustyo Iriyono, Faiz Yajri, Wiene Andriana, Hidayat Abdillah, Rissa Budiarti, Iwan Kurniawan, Muhammad Yayat Afianto, Tashi Dorji, Kaavya Varma
Indonesia CONSERVE	Indra Exploitasia, Sri Ratnaningsih, Iwan Kurniawan, Muhammad Yayat Afianto, Tashi Dorji, Kaavya Varma
India SECURE	Rohit Tiwari, Gayatri Mahar, Krishna Kumar, Anusha Sharma, Vedant Rastogi, Simran Bawa, Abhishek Ghoshal, Parth Joshi, Siddarth Nair, Ruchi Pant, Inela Weeks, Tashi Dorji
India Wild Cats	Soumitra Dasgupta, Amit Mallick, Sonali Ghosh, Mohnish Kapoor, Ruchi Pant, Anusha Sharma, Auro Shashwat, Dipankar Ghose, Tashi Dorji, Renae Stenhouse
Kenya	Fahd M.O. Al-Guthmy, Erustus Kanga, Peter Erot Lokitela, Boniface Kipchumba Chebii, Njoka Muturi Gathimba, Martin Kingua, Washington Ajiemba, Evelyn Koech, Onesimus Muhwezi, Mandy Cadman
Madagascar	Seheno Ramanantsoa, Hery A. Rakotondravony, Johan Robinson, Victoria Luque

GWP Team	GWP Team Members
Malawi	William Mgoola, Brighton Kumchedwa, Daulos Mauambeta, Mary Chilimampungu, Titus Zulu, Maurice Makuwila, Mphatso Kalemba Nicholas Stephen Zmijewski, Brighton Kumchedwa
Mali	Amadou Sou, Michel Koloma, Amadou Diarra, Balougo Telly, Oumar Tamboura, Goetz Schroth
Malaysia	Khairul Naim bin Adham, Liew Pei Shi, Pek Chuan, Seok Lin, Gabriel Jaramillo
Mozambique	Lolita Hilario Fondo, Celmira da Silva, Mateus Mutemba, Cidália Mahumane, Emir Amade, Mike Marchington, Richard Musarara, Eunice Mucache, Goetz Schroth
Namibia	Bennett Kahuure, Martha Naanda, Eric Chipeta, Anne Madzara, Phemo Karen Kgomotso, Mandy Cadman
Nigeria	Sulaiman Inuwa Muhammad, Emmanuel Bebiem, Dorothy Duruaku, Adebajo Ayodele, Patricia Narai, Precious Ovhabonosa, Crawford Prentice, Vanessa Satur, Mugiwa Odele, Mandy Cadman
Pakistan	Fauzia Bilqis Malik, Naheed Shah Durrani, Muhammad Suleyman Warraich, Saeed Abbas, Abdul Latif Rao, Mahmood Akhtar Cheema, Anshuman Saikia, Scott Perkin
Panama	Ricardo Moreno, Shirley Binder, Disney Fajardo, Eric Nuñez, Natalia Young, Arturo Puertes, Elba Cortes, Candida Somarriba, Thais Narciso
The Philippines	Mary Jean Caleda, Datu Tungko M. Saikol, Ricardo Calderon, Amelita Ortiz, Theresa M. Tenazas, Nermalie Lita, Lorilie Salvador, Earl Justin Tiu, Sheena Rubin, Garie Rigor, Dominique Tabora, Asis Perez, Ronely Bisquera-Sheen, Ceci Fisher, Bruce Dunn, Francesco Ricciardi
South Africa	Mercedes Marele, Simon Malate, Jane Nimpamya
South Africa WBE	Naledi Hlatshwayo, Simon Maletle, Frances Craigie, Khombomoni Keith Chuma, Wendy Tripe, Nathalie Weier Johnson, Sarah Moyer, Jane Nimpamya
South Africa HWC	Sydney Nkosi, Johan Robinson, Dan Paleczny, Julian Blanc, Doreen Lynn Robinson, Roland Vorwerk, Agripa Ngorima, Steven Johnson, Luthando Dziba, Sonja Meintjes, Pieter Olivier, Jane Nimpamya
Tanzania	Theotimos Rwegasira, Elisante Ombeni, Damas Masologo, Martha Delphinus, Tulalumba Bangu, Sawiche Wamuza, Alessandra Rossi, Mussa Dighesh, Renatus Kusamba, Deusdedith Fidelis, Wilbright Munuo, Pius Rwiza, Gertrude Lyatuu, Onesimus Muhwezi, Mandy Cadman
Thailand	Rattaphon Pitakthepsombat, Klairoong Poonpon, Ronasit Maneesai, Prasert Sornsathapornkul, Sompong Thongseekhem, Tippawan Sethapun, Kesrat Sukasam, Gabriel Jaramillo
Vietnam	Nguyen Thi Nhung, Nguyen Thi Van Anh, Nguyen Van Tai, Nguyen Thi Thanh Thuy, Hoang Thi Thanh Nhan, Ha Huong Giang, Pham Lan Anh, Dang Trung Hieu, Tran Trong Anh Tuan, Nguyen Thi Le Thu, Thu Thi Le Nguyen
Zambia	Tasila Banda, Chuma Simukonda, Lewis Daka, Erastus Kancheya, Singala Nyirongo, Edward Chilufya, Howard Maimbo, Godfrey Phiri, Mushokabanji Likulanga, Leo Lwizi, Aaron Ng'onga, Nathalie Weier Johnson, Hazem Ibrahim Hanbal
Zimbabwe	Chipangura Chirara, Edward Samuriwo, Munashe Matare, Mavambo Zingambe, Jalet Paul, Yvonne Chingarande, Cheryl Mabika, Kevin Mfishane, Alice Tafirei, Eunice Mutepfa, Anne Madzara, Phemo Karen Kgomotso, Mandy Cadman



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