



WWF GEF
Project Document
Cover Page

Project Title:	Collaborative platform for African nature-based tourism enterprises, conservation areas and local communities – a response to COVID-19
GEF Project ID:	10625
WWF-US Project ID:	G0035
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Implementing Agency:	World Wildlife Fund, Inc.
Lead Executing Agency:	World Wildlife Fund, Inc.

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ACRONYMS AND ABBREVIATIONS

ACCT	Africa Conservation & Communities Tourism Fund
ACLN	African Conservation Leadership Network
ACP	Organisation of African, Caribbean and Pacific States
AFD	Agence Française de Développement
AfDB	African Development Bank
AMCEN	African Ministerial Conference on the Environment
ATB	African Tourism Board
ATTA	Adventure Travel Trade Association
AU	African Union
AWF	African Wildlife Foundation
BIOPAMA	Biodiversity and Protected Areas Management
BMZ	German Federal Ministry for Economic Cooperation and Development
CCFN	Community Conservation Fund of Namibia
CLN	Community Leaders Network
CAMPFIRE	Communal Areas Management Programme for Indigenous Resources Association
CBNRM	Community-Based Natural Resource Management
CORDIO	Coastal Oceans Research and Development in the Indian Ocean
COVID-19	Coronavirus Disease 2019
DFID	Department for International Development
EAC	East African Community
ECCAS	Economic Community of Central African States
ESARO	Eastern and Southern Africa Regional Office
ESSF	Environmental and Social Safeguards Framework
EU	European Union
FCDO	Foreign, Commonwealth and Development Office
FFI	Fauna and Flora International
GAP	Gender Action Plan
GDP	Gross Domestic Product
GEBs	Global Environmental Benefits
GEF	Global Environment Facility
GIZ	German Deutsche Gesellschaft für Internationale Zusammenarbeit
GWP	Global Wildlife Program
IFC	International Finance Corporation
IFRC	International Federation of Red Cross and Red Crescent Societies
IGAD	Intergovernmental Authority on Development
IIED	International Institute for Environment and Development
IMF	International Monetary Fund
IUCN	International Union for Conservation of Nature
KAZA	Kavango-Zambezi Transfrontier Conservation Area
KAWICCODA	Kasungu Wildlife Conservation for Community Development Association
KfW	Kreditanstalt für Wiederaufbau
KWCA	Kenya Wildlife Conservancies Association
LHI	Luc Hoffman Institute
M&E	Monitoring and Evaluation
NACSO	Namibia Association of CBNRM Support Organisations
NatHab	Natural Habitat Adventures
NBT	Nature-Based Tourism
NCONGO	Ngamiland Council of Non-Governmental Organizations

NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-operation and Development
PA	Program Administrator
PMU	Project Management Unit
PM	Project Manager
PO	Program Officer
PSC	Project Steering Committee
RA	Resource Africa
RCMRD	Regional Centre for Mapping Resources for Development
RF	Results Framework
R-GCRN	Mozambique Community Based Natural Resources Management Network Network
SADC	South African Development Community
SANParks	South African National Parks
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
SME	Small and Medium Enterprises
SEP	Stakeholder Engagement Plan
TANAPA	Tanzania National Parks Authority
TAPAS	Tourism and Protected Areas Specialist Group
TFC	Tourism Finance Corporation
TFCA	Transfrontier Conservation Area
TNC	The Nature Conservancy
TNRF	Tanzania Natural Resource Forum
WWF	World Wildlife Fund
WTTC	World Travel & Tourism Council
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNWTO	United Nations World Tourism Organization
UWA	Uganda Wildlife Authority
WCPA	World Commission on Protected Areas
WLBU	Wildlife-Based Land Uses
ZCBNRM	Zambia Community Based Natural Resources Management Forum

EXECUTIVE SUMMARY

The COVID-19 crisis has crippled economies and industries all over the world, and nature-based tourism has been one of the leading economic casualties. Combined with other stressors such as climate change, habitat destruction, poverty, and illegal wildlife trade, the impacts of COVID-19 will have knock-on effects for rural communities and wildlife conservation efforts across the African continent. For many southern and eastern African countries, this means a significant loss of funding for their conservation operations, local community livelihoods, and tourism enterprises.

Emergency relief funds are available, such as direct assistance and relief to households in need (food, water, health services, etc.), and financial and monetary stimulus support to the economy. However, there exists an unequal distribution in the losses incurred by the African tourism industry, and difficulty in gaining access to available resources for those most in need, particularly marginalized rural communities and small and medium nature-based tourism enterprises (SMEs). From a funder perspective, there is poor coordination of information and funding opportunities, and weak alignment to real needs on the ground.

In response, an African Nature-Based Tourism (NBT) Collaborative Platform is being developed to connect funders to the communities and small and medium enterprises most in need of funding support. Using a bottom-up approach, the platform will gather data on impacts to communities and SMEs from the COVID-19 crisis, enhance knowledge sharing between relevant actors, facilitate the development of funding proposals from communities and SMEs, and make these available to relevant donors.

Key facilitators in this process will be national CBNRM networks, RCMRD as a data clearinghouse, NGOs, donors, and WWF as platform host and project manager. These stakeholders and others have been heavily engaged in proposal design. The \$1,903,000 Global Environment Facility (GEF) project was developed with a goal of mobilizing at least \$15 million to support communities and SMEs in COVID-19 emergency relief efforts, and to build greater resilience into the nature-based tourism business model into the future.

Project focal geographies are Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe. The project entails 3 key components:

Component 1 - Data clearinghouse: With the facilitation of national CBNRM networks and NGOs, data will be gathered from local communities and SME's across the project area to better understand how COVID-19 has impacted them, and their resulting financial needs. The online platform will continuously process and house this data, and make it available to donors and other platform supporters. Data on prospective funding resources available to mitigate the impacts will also be available on the platform.

Component 2 - Facilitating links between funders, communities and SMEs: The key goal of the platform is to facilitate matchmaking between donors and beneficiary communities and SMEs, resulting in the growth and well targeted distribution of COVID-19 emergency relief funds, stimulus packages, and other financial support. With the facilitation of national CBNRM networks and NGOs, data collected in component 1 will be used to connect communities and SMEs to appropriate donors, and assist with proposal development. Component 2 will also focus on improved integration of nature-based tourism in investment decisions by governments and financial institutions.

Component 3 - M&E and knowledge management: A monitoring and evaluation framework will track the impacts of COVID-19 on nature-based tourism, the efficacy of funds raised through the platform, and develop and disseminate knowledge products.

An African community with a united voice stands a far greater chance of elevating the need for COVID-19 recovery for the NBT sector in the global agenda, amongst the many competing and related demands, and the platform will strive to achieve this through strong local leadership and collaboration. While the COVID-19 pandemic and its associated impacts will be felt for some time to come, the data gathered through this platform, the emergency relief funding secured, and the longer-term efforts to build resilience of the nature-based tourism sector will benefit nature-based tourism in Africa well beyond the COVID-19 pandemic.

SECTION 1: PROJECT BACKGROUND AND SITUATION ANALYSIS

1.1 Project Scope and Environmental Significance

Project Scope

This Project aims to develop an African-led Platform to connect funders to the communities and small and medium enterprises (SMEs) engaged in nature-based tourism in eastern and southern Africa, and most affected by the loss of revenues due to the COVID-19 crisis. Using a bottom-up approach, the platform will gather data on impacts to communities and SMEs from the COVID-19 crisis, enhance knowledge sharing between relevant actors, facilitate the development of funding proposals from communities, and make these available to relevant donors.

The project will focus on 11 countries in eastern and southern Africa: Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe. The countries were chosen due to their heavy reliance on nature-based tourism as a source of revenue for conservation. Within these countries, areas which are most dependent on nature-based tourism will be prioritized and defined once project implementation is underway. Key facilitators in this process are a data clearinghouse to host all the data, in-country CBNRM (Community-based natural resource management) networks to connect the platform to communities, global/national tourism networks/associations to conduct outreach to SMEs, donors, NGO supporters, and a platform host to coordinate activities.

Environmental Significance

Africa supports one-third of the world's biological diversity,¹ nearly 2,000 Key Biodiversity Areas, and the world's most diverse and abundant large mammal populations.² The countries of eastern and southern Africa alone contain over 2.1 million km² of protected area³ and seven biodiversity hotspots. Nineteen of the 22 ecoregions present in East Africa meet the threshold established by Aichi target 11 (17% of terrestrial and inland water, and 10% of coastal and marine areas, under protection by 2020), and 85% of endemic species are protected in at least 10% of their range, demonstrating the importance of these protected areas in maintaining representation of diverse habitats and species.⁴ Despite increasing competition between agricultural expansion and biodiversity objectives in the region, only 2% of strictly protected land in eastern Africa has been converted for human use (a relatively low rate compared to other regions), providing evidence for the effectiveness of eastern Africa's protected area network.⁵

However, maintaining effective management requires sustained funding, a large portion of which comes from tourism. A survey of 145 tour operators (many of which are Africa/safari specialist operators) revealed that wildlife-viewing and related activities drive over 80% of visits to the African continent.⁶ Nature-based tourism incentivizes the conservation of these vital ecosystems, landscapes, and species, creating revenue for wildlife authorities, local economies, communities, and national governments.⁷ Tourism revenues go towards

¹ IUCN ESARO. *Closing the gap. The financing and resourcing of protected and conserved areas in Eastern and Southern Africa*. (2020). Nairobi, Kenya: IUCN ESARO; BIOPAMA.

² Peter Lindsey, et al. "Conserving Africa's Wildlife and Wildlands through the COVID-19 Crisis and Beyond." *Nature Ecology & Evolution* 4 no. 10 (2020): 1300–1310. <https://doi.org/10.1038/s41559-020-1275-6>.

³ IUCN ESARO. *Closing the gap*.

⁴ Jason Riggio, et al. "How effective are the protected areas of East Africa?" *Global ecology and conservation* 17 (2019): e00573.

⁵ Jason Riggio, et al. "How effective are the protected areas of East Africa?"

⁶ United Nations. *Policy Brief: COVID-19 and Transforming Tourism* (2020)

⁷ Lindsey, et al. "Conserving Africa's wildlife and wildlands through the COVID-19 crisis and beyond"

critical conservation operations, such as poaching reduction, wildlife monitoring, endangered species protection, and often, local community benefit sharing programs. Tourism is particularly essential for protected area agencies in eastern and southern Africa, where 80% of countries ranked the importance of tourism revenue as high, compared to 56% of countries in northern and western Africa.⁸ Tourism contributes to around 70% of the Kenya Wildlife Service budget and almost the entire budget of the Zimbabwe Parks and Wildlife Authority.⁹

1.2 Environmental Problem(s), Threats and Root Causes

Tourism has been one of the leading economic casualties of the COVID-19 outbreak. Closed borders, grounded flights, and restrictions on movement have hit the nature-based tourism sector across the continent particularly hard, leaving businesses, communities and individuals without incomes. Estimates by the African Union (AU) suggest that the economic impact of COVID-19 on Africa's tourism and travel sector during the first three months of the pandemic may have been as much as USD 50 billion.¹⁰ Over 90% of African safari tour operators surveyed reported a 75% or greater decline in bookings.¹¹ For many southern and eastern African countries, this means a significant loss of funding for their conservation efforts. The impacts of a decimated nature-based tourism industry will have knock-on effects for rural communities and wildlife conservation efforts across the continent. In eastern and southern Africa, climate change, habitat loss, degradation, fragmentation, poverty, illegal wildlife trade, and other stressors have already stretched conservation budgets thin even before the COVID-19 pandemic.¹² As Lindsey et al. (2020) describe, the COVID-19 pandemic "creates a 'perfect storm' of reduced funding, lower conservation capacity, and increased threats to wildlife and ecosystems," which when combined, could ultimately lead to the degazettement of those protected areas most impacted.

Impacts on conservation operations

Many national parks in eastern and southern Africa, as well as the many private reserves and community-conserved areas have had to close their doors to local and international tourists. Without the funding received from guests, the operations of these conservation areas¹³ are seriously compromised. Most southern and eastern African conservation area authorities rely heavily on daily entry fees to finance rangers and help protect habitat and wildlife. Annually, 14 countries in Africa generate an estimated \$142 million from entrance fees for protected areas.¹⁴ For example, tourism fees pay for Namibia's 600 game wardens and support 90% of Zambia's wildlife scouts, all hired directly from local communities.¹⁵ None of the conservation area authorities have adequate financial reserves, endowments, or insurance to counteract this massive decline in tourism.

⁸ John Waithaka. *The Impacts of COVID-19 Pandemic on Africa's Protected Areas Operations and Programmes*. (2020) IUCN

⁹ United Nations. *Policy Brief: COVID-19 and Transforming Tourism*

¹⁰ African Union (AU) Commission. *Impact of the Coronavirus (COVID 19) on the African Economy* (2020)

¹¹ Marc Hockings, et al. "Editorial essay: Covid-19 and protected and conserved areas." *Parks* 26, no. 1 (2020).

¹² Lindsey, et al. "Conserving Africa's wildlife and wildlands through the COVID-19 crisis and beyond"

¹³ Including formal protected areas and any other conserved area under some other form of conservation management

¹⁴ United Nations. *Policy Brief: COVID-19 and Transforming Tourism* (2020)

¹⁵ International Finance Corporation. *Investment Platform for Conservation Economies and Landscapes in Africa* (2020)

The lack of tourism funds for salaries has led to reductions in ranger numbers¹⁶, and the frequency of patrols in community and state conservation areas have consequently decreased due to limited resources available following national lockdown measures.¹⁷ In a survey of protected area agencies, nearly 70% of participating eastern and southern African countries ranked the impacts of COVID-19 on protecting endangered species, conducting regular field patrols, monitoring illegal wildlife trade, and handling emergency wildlife incidents as high.¹⁸ The restrictions on travel, especially across provincial/state borders and internationally, may continue for months. Despite this, almost half of agencies across Africa reported that basic operations could only be maintained for up to the three months if current restrictions continued.¹⁹ Even when the restrictions are ultimately lifted, the nature-based tourism sector will need to grapple with continued perceptions of risk by tourists while it endeavors to once again entice the return of visitors to the region. While the prospects for recovery in the nature-based tourism sector in the region are a matter of intense speculation, it is possible, and indeed likely, that it will take years to see a return to levels of economic activity equivalent to 2019.²⁰

Loss of local livelihoods

The jobs and revenue stemming from nature-based tourism provide livelihoods for millions of rural people and create incentives for protection of local wildlife. Communities, for example, living on the borders of mountain gorilla parks in Uganda, Rwanda and Democratic Republic of Congo, directly receive a portion of park entry fees.²¹ With the massive decline in tourism, this revenue source has dried up, leaving many with limited means of earning an income. In Kenya, tourism activity at Maasai Mara conservancies is very low, putting roughly 25% of Kenya's wildlife and the 14,532 households that rely on the conservancies for livelihoods and benefit-sharing in immediate and severe danger.²² Job losses in, and loss of income from, tourism enterprises have further compounded social hardships stemming from the recent locust infestations in east Africa (e.g. Kenya and Uganda), as well as changes in weather and climate, including flooding in eastern Africa and drought in southern Africa. Conservancies in Namibia often invest in community development projects which can reduce vulnerability of local people to such shocks, but these projects too have reportedly stalled due to lack of funding.²³ Even those with jobs, may still be affected. In a survey of tourism-based businesses in the Great Limpopo Transfrontier Conservation Area & Kavango Zambezi TFCA, 83% said that employees were currently on reduced wages.²⁴

In the short-term, marginalized communities living side by side with nature, along with laid off (or furloughed) workers in lodges, safari camps and wildlife reserves, may be left with few alternatives but to now turn to the unregulated and unsustainable extraction of natural resources to sustain life. Multiple studies suggest that rural households often rely on non-timber forest products as an informal safety net to

¹⁶ Hockings et al. "Editorial essay: Covid-19 and protected and conserved areas"

¹⁷ Hockings et al. "Editorial essay: Covid-19 and protected and conserved areas"

¹⁸ Waithaka. *The Impacts of COVID-19 Pandemic*

¹⁹ Waithaka. *The Impacts of COVID-19 Pandemic*

²⁰ According to the Global Rescue | WTTC's 2019 *Crisis Response and Preparedness* study the average recovery time for public health industry disruptions is 19 months. The upside range is 36 months and COVID-19 is likely to be on the far end of the recovery spectrum.

²¹ Hockings et al. "Editorial essay: Covid-19 and protected and conserved areas"

²² Maasai Mara Wildlife Conservancies. *Mara Community Conservancies Emergency Relief Proposal* (2020)

²³ S. Lendelvo, M. Pinto, and S. Sullivan. "A perfect storm? The impact of COVID-19 on community-based conservation in Namibia." *Namibian Journal of the Environment* 4 (2020): 1-15.

²⁴ Anna Spencely. *COVID-19 and Impacts on Protected Area Tourism: The Great Limpopo TFCA and the Kavango Zambezi TFCA* (2020) Eurata Consortium.

cope with various shocks.²⁵ ²⁶As household incomes suffer, wildlife faces the increasing threat of excessive and unregulated reliance on bushmeat and other natural resources for local consumption. Increased poaching activity for subsistence and commercial purposes has been reported in eastern Africa during COVID-19.²⁷ With further livelihood loss and decreased funding of anti-poaching efforts, poaching could continue to rise. Beyond poaching, experts anticipate a rise in illegal logging, small-scale mining activity, and encroachment into protected areas.²⁸ There is also a significant risk that some conservation areas may ultimately be converted to agriculture and other conservation-incompatible uses in order to relieve the community and conservation area dependencies on income derived from nature-based tourism.²⁹

1.3 Barriers addressed by the project

Given the immediate and far-ranging impacts of the global COVID-19 pandemic, and the already well documented impacts on nature-based tourism in eastern and southern Africa, an urgent and collaborative solution is key to tackling the challenge, and must take into account a number of barriers.

Barrier 1: Data on COVID-19 impacts at the community level is lacking, and only exists for the best organized areas, or at a higher national level

Some parts of eastern and southern Africa have collated significant amounts of data on the impacts of COVID-19, and presented these data along with funding needs to donors, including the Namibian and Maasai Mara conservancies. However, the majority of communities have not been engaged in such efforts. By working with national CBNRM networks across the region, the project seeks to address this data/capacity gap by conducting outreach to communities that otherwise might be neglected in data collection/funding efforts.

Barrier 2: Marginalised rural communities have a limited understanding of, and access to, COVID-19 funding opportunities

A number of financial relief products are on offer to the nature-based tourism sector, however it is difficult for many to have a clear understanding of what is available, where to apply, and what the terms and eligibility requirements might be. Donor agencies are also not making this work easy, as press releases confuse where the funding is coming from (department, instruments, etc.), where it is going (specific country interventions versus regional or global initiatives), and how it is getting there (loans and grants to governments or to international implementing agencies). Greater transparency and more streamlined processes are urgently needed, and this platform presents an opportunity to do that.

Barrier 3: Poor coordination of COVID-19 funding opportunities amongst donor institutions

While there are funding opportunities becoming available, there is limited communication and seemingly no coordination among the different funding institutions. Funding institutions are largely using existing mechanisms for disbursing funds, and many seek to provide relief funding in areas where they have the greatest investment to date. By casting such a wide net across 11 countries, and gathering baseline financial data on communities/SMEs prior to COVID-19, as well as their current financial needs, the platform will provide easy access to funders to identify where the most pressing needs are.

²⁵ Fiona Paumgarten and Charlie Shackleton. "The role of non-timber forest products in household coping strategies in South Africa: the influence of household wealth and gender." *Population and Environment* 33, no. 1 (2011): 108.

²⁶ Lindsey, et al. "Conserving Africa's wildlife and wildlands through the COVID-19 crisis and beyond"

²⁷ Hockings et al. "Editorial essay: Covid-19 and protected and conserved areas"

²⁸ Lindsey, et al. "Conserving Africa's wildlife and wildlands through the COVID-19 crisis and beyond"

²⁹ Lindsey, et al. "Conserving Africa's wildlife and wildlands through the COVID-19 crisis and beyond"

Barrier 4: Weak alignment of available funding to real needs on the ground

Matching needs on the ground to funding opportunities presents a significant systemic barrier. Donors may not be aware of how best to direct existing funds, including identifying which areas/communities/SMEs have the greatest need. While funds will not flow through the platform, efforts will be made to matchmake between the most appropriate donors and the needs of the various beneficiaries.

Barrier 5: Communities lack the capacity to independently develop funding proposals

Donor proposal requirements can often be very tedious, and communities additionally lack the means to access and submit funding applications. Through the CBNRM networks, various support NGOs, and consultants, the platform will assist communities in proposal development, including developing joint proposals at the national or regional level.

Barrier 6: Technological barriers for project beneficiaries

There exists a significant technology barrier through much of eastern and southern Africa, including internet access, appropriate devices, and electricity access, which prevents access to information about funding opportunities. While outreach to SMEs will largely be done electronically, communities will be engaged in person wherever possible (in compliance with national and local government guidelines and following all COVID-19 safety protocols), largely through the national CBNRM networks.

1.4 National and Sectoral Context

Travel and tourism account for 10.3% of global GDP and created one in four new jobs in 2019.³⁰ In 2019, Africa's tourism industry was the second-fastest growing in the world, accounting for 7.1 % of GDP and generating \$168 billion in revenue.³¹ In some African countries, tourism accounts for up to 38% of national GDP.³² The majority of international tourists traveling to Africa in 2019 visited countries in sub-Saharan Africa, and over a quarter visited countries in east and southern Africa³³, likely due to the region's extensive wildlife tourism operations.

Nature-based tourism is one of the fastest-growing segments of the global tourism industry and one of the few export/service sectors in which developing countries have (or can develop) a clear comparative advantage as a result of their often rich and iconic biodiversity. Within the tourism industry, nature-based tourism alone accounts for approximately .4 percent of global GDP, or approximately US\$344 billion.³⁴ In 2018, nature-based tourism supported 21.8 million jobs across the world, or 6.8% of total travel and tourism jobs.³⁵ African nature-based tourism, the majority of which occurs in southern and eastern countries, generates over US\$29 billion annually and employs 3.6 million people.³⁶ Nature-based tourism is also the largest market-based contributor to finance protected area management. Worldwide, protected areas

³⁰ World Travel and Tourism Council (WTTTC). *Travel and Tourism Economic Impact Report* (2019)

³¹ WTTTC. *Travel and Tourism Economic Impact Report*

³² UN Economic Commission for Africa (UNECA). *COVID-19 in Africa: Protecting Lives and Economies* (2020)

³³ UNWTO. *International Tourism Highlights* (2019)

³⁴ World Travel and Tourism Council. *The Economic Impact of Global Wildlife Tourism: Travel and Tourism as an Economic Tool for the Protection of Wildlife* (2019)

³⁵ Nature 4 Climate. *Nature-Positive Recovery for People, Economy & Climate* (2020)

³⁶ Lindsey, et al. "Conserving Africa's wildlife and wildlands through the COVID-19 crisis and beyond"

receive 8 billion visits annually and generate an impressive \$600 billion annually, providing a 60:1 return on investment compared to the amount spent on funding these sites.³⁷

Many of the people employed in the nature-based tourism sector in eastern and southern Africa live in rural areas where they depend heavily on the wildlife economy for their livelihoods. The revenues from wildlife-based tourism create financial incentives to conserve important wildlife populations and their natural habitats – particularly where these financial incentives are shared and conspicuous at the local community level. Well over three-quarters of the 19,700 people employed in South Africa’s 496 private game lodges are from local communities.³⁸ Around Kruger National Park, one job at one of the many game lodges in the area may support ten or more people.³⁹ While much of eastern and southern Africa’s nature-based tourism is driven by the regions’ extensive network of state-run protected areas, the number of private and community-based conservation areas have steadily increased in recent years, employing millions of local people.⁴⁰

Globally, the Organisation for Economic Co-operation and Development (OECD) estimates a 60% decline in international tourism in 2020, which could reach 80% if recovery is delayed until December.⁴¹ In early June 2020, ministers of tourism and representatives from 30 African countries met to discuss paths towards tourism sector recovery, outlining key areas for future improvement, such as promoting innovation and technology, travel facilitation, and the “Brand Africa”.⁴² Nonetheless, with unprecedented demands on government resources to tackle more immediate and pressing threats to public health and the economy, there is concern that resources for nature-based tourism and biodiversity conservation may be constrained in the medium-term. Depending on the scenario, experts estimate that African countries will need to spend anywhere from \$44 billion to \$446 billion on necessary medical supplies to combat the spread of COVID-19, creating a significant drain on government resources that could be used to address the fallout of COVID on tourism-dependent communities and protected areas.⁴³

1.5 Baseline Scenario

To safeguard the formal and informal rural economies in Africa from lasting damage, and vulnerable households from income and food shortages, funding assistance is providing a lifeline for communities and businesses to survive the impact of COVID-19.

Committed funds respond to two main types of interventions:

- (i) direct assistance and relief to households in need (food, water, health services, etc.); and
- (ii) financial and monetary stimulus support to the economy, mainly led by financial institutions providing concessional financial assistance tools and instruments. For example, fiscal measures like public support for sick pay and health care expenditure are providing social protection to cushion against shocks. Other fiscal

³⁷ Nature 4 Climate. *Nature-Positive Recovery for People, Economy & Climate*

³⁸ COVID 19 Impacts on South Africa’s Game Lodge Industry.

³⁹ COVID 19 Impacts on South Africa’s Game Lodge Industry.

⁴⁰ Lindsey, et al. “Conserving Africa’s wildlife and wildlands through the COVID-19 crisis and beyond”

⁴¹ OECD. *Tourism Policy Responses to COVID-19* (2020)

⁴² UNWTO. *Agenda for Africa: Tourism for Inclusive Growth* (2020)

⁴³ UNECA. *COVID-19 in Africa: Protecting Lives and Economies*

transfers help credit-constrained households to smooth consumption where incomes have shrunk. Financial measures, such as liquidity injections, are helping firms stay in business and maintain value chain links.

African governments have adopted various measures not only to protect people's livelihoods but also to facilitate business continuity and sustain their economies. In the short term, the bulk of government support will be provided in the form of debt relief for those businesses that have fallen into negative revenue traps as a result of COVID-19. Such measures include guarantee funds, credit programs and fiscal stimulus (such as writing off debts and subsidies via standard tax and duty exemptions and other cost-cutting initiatives).

The wide range of funding assistance identified in southern and eastern Africa contributes to the current recovery efforts, and includes support from multilaterals and bilateral donors, national governments, the tourism sector and conservation community. National support for the tourism sector includes: the Government of Kenya and Tourism Finance Corporation (TFC); South Africa's *Tourism Relief Fund*; and the Government of Botswana's *Wage Support Scheme*.

The various ongoing national, multilateral, bilateral and tourism sector initiatives are further detailed in Annex A (Additional COVID-19 funding assistance).

Multilateral and bilateral donors are supporting the current recovery efforts, through grants, the creation of multiple rapid response funds to help relieve the economic and social impact of the pandemic on countries, provision of health services, technical assistance, and other efforts. These entities include:

- The United Nations Development Program (UNDP) COVID-19 recovery and resilience building grants to indigenous and community conserved areas in Africa
- The World Bank
- The African Development Bank
- The African Union (AU)
- The African Export-Import Bank
- The European Union (EU)
- The Agence Française de Développement (AFD)
- The United States Government
- The International Monetary Fund (IMF)
- The UK's Foreign, Commonwealth and Development Office (FCDO), formerly Department for International Development (DfID); and
- The United Nations Environment Programme (UNEP)

Certain donors are also focusing in particular on tourism sector relief and fiscal stimulus, in the form of grants, soft loans, and funds, including support to travel and tourism sector employees, SMEs, Wildlife Authorities, community and private conservancies:

- The German Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH under the Financial Cooperation implemented by KfW and the German Federal Ministry for Economic Cooperation and Development (BMZ) through GIZ's SADC (South African Development Community) TFCA programme
- UK Foreign, Commonwealth and Development Office
- The International Finance Corporation (IFC) blended finance platform for biodiversity investment

Tourism partnerships and enterprises are also motivated to support COVID-19 relief and recovery in Africa, including through direct economic support to local communities for basic needs, fundraising for wildlife

protection, and through efforts to re-center the tourism industry for long-term sustainable and equitable growth. Some examples include:

- [Future of Tourism Coalition](#) (Center for Responsible Travel, Destination Stewardship Center, Green Destinations, Sustainable Travel International, Tourism Cares, and the Travel Foundation, with the guidance of the Global Sustainable Tourism Council)
- Natural Habitat Adventures, WWF's travel partner, launched a [community relief fund](#) benefitting communities in Kenya, Tanzania, Botswana, and Uganda.
- Wilderness Safaris, tour operator and one of Natural Habitat Adventures suppliers, launched a [COVID-19 community and game guard relief initiative](#).

WWF has engagement with the tourism industry, across the supply chain. Important relationships that can be leveraged for this proposed project include:

- Adventure Travel Trade Association (<https://www.adventuretravel.biz/>)
- World Travel and Tourism Council (<https://wttc.org/>)
- African Travel and Trade Association (<https://www.atta.travel/>)
- Ctrip/Trip.com
- The International Gorilla Conservation Programme (<http://igcp.org/>)

Through such relationships, the Platform will be able to reach tour operators, large and small, camp operators, community associations and cooperatives and other players. The list of the organizations can be found in the Stakeholder Engagement Plan, Annex B to the Project Document.

Non-governmental and civil society organizations and foundations working in the conservation/rural community space have mobilized to support COVID-19 relief and recovery efforts. These range from grants to local communities to support water and food distribution, health services, protected area and wildlife habitat management, job creation and other non-economic benefits, to project-level support to increase resilience and well-being of communities and conservancies. Some of the entities involved in these efforts include:

- WWF-US, WWF Namibia and the Community Conservation Fund of Namibia ([CCFN](#)) and WWF's East Africa Sustainable Investments Program
- The Africa Conservation & Communities Tourism Fund (ACCT) (a partnership between The Nature Conservancy (TNC) and ThirdWay Africa)
- The Biodiversity and Protected Areas Management (BIOPAMA) programme Rapid Response Grants, managed by International Union for Conservation of Nature (IUCN) on behalf of the Organisation of African, Caribbean and Pacific States and the European Union
- The SOS African Wildlife initiative, funded by the European Commission's Directorate General for International Cooperation and Development (DG DEVCO), and administered by IUCN
- Fauna and Flora International (FFI)'s Crisis Support Fund

A number of associations and foundations are already advancing important relief measures such as support for community game guard salaries, food and water relief distribution, borehole creation, employment creation, health services and education, distribution of medical supplies, setting up of hand washing stations. These include:

- The Maasai Mara Wildlife Conservancy Association in Kenya
- The Royal African Safaris' Royal African Foundation
- Wilderness Safaris
- The African Safari Foundation of South Africa

- &Beyond's Africa Foundation
- The Natural Selection Foundation's COVID-19 Village Support program
- The African Bush Camps Foundation
- The Isibindi Foundation's COVID-19 Courage campaign
- The Great Plains Foundation's Project Ranger initiative
- Other noteworthy COVID-19 relief programs being undertaken by other tourism operators in the region, including Intrepid Safaris, Micato Safaris, Ultimate Safaris, Abercrombie & Kent and Thompson Safaris.

Several **coordination initiatives** are currently underway which seek to contribute to the linkage of tourism, conservation and community COVID-19 information on relief measures and fiscal stimulus packages. These seek to provide data on health, social, and economic impacts of the pandemic, studies on COVID-19 and protected area tourism and impacts, recommendations for governments, the private sector and international community in navigating the social and economic emergency of COVID-19, among others. These include:

- The IUCN World Commission on Protected Areas (WCPA) Tourism and Protected Areas Specialist Group (TAPAS)
- The African Tourism Board's (ATB) Project Hope Africa
- The United Nations World Tourism Organization (UNWTO)
- The [Africa COVID-19 Situation Room](#)
- The Green Growth Knowledge Partnership.

The following are key **project partners and sub-grantees**. They have existing institutional structures, relationships, and coordination capacity to ensure the success of the online platform including data collection, proposal development and matchmaking between donors and beneficiaries.

1) World Wildlife Fund – Regional Office for Africa & US

For nearly 60 years, WWF has worked to help people and nature thrive. As the world's leading conservation organization, WWF works in more than 100 countries. At every level, WWF collaborates with people around the world to develop and deliver innovative solutions that protect communities, wildlife, and the places in which they live.

WWF US has a long history of successful on-the-ground conservation work in Africa, as well as an extensive network of donors and supporters. For example, very early on in the COVID-19 crisis, as communities in Namibia struggled to cope with the crisis, WWF and key partners, working with the Namibian government and civil society, have helped to fill part of the funding void the pandemic has created. The Conservation Relief, Recovery and Resilience Facility (CRRRF) fund, is a coordinated national effort to provide immediate financial relief to Namibian conservancies affected by COVID-19. Initially, the fund's primary aim is to maintain salaries for game guards, help mitigate human-wildlife conflict, and provide financial support to conservancy members who have lost their incomes. The first payments were disbursed in June 2020. WWF has developed partnerships with public sector finance institutions, including the major bilateral and multilateral agencies, to ensure that they prioritize conservation in both policy and in practice. WWF will help coordinate those partners to deliver this project, in particular components 1 and 2. The WWF project manager has extensive experience working on climate adaptation issues in Africa, and will ensure that climate change impacts and adaptation are integrated wherever possible during project implementation.

With a regional office for Africa, based in Kenya, WWF hosts a network of 13 Africa Country Offices. WWF has extensive experience working with communities throughout eastern and southern Africa, including with the

selected national CBNRM networks in this project. WWF has been actively supporting local conservation organizations to cope with the COVID-19 crisis in various ways. A number of studies have also been undertaken to assess the impact of the crisis on the tourism-dependent conservation sector and communities. WWF's response to the crisis is based on a three-staged Relief, Recover and Rebuild approach. Thinking beyond the immediate period of crisis, WWF has launched a strategic initiative to develop complementary alternative livelihoods and income models for communities and operators around wildlife and wilderness areas, as a way of rebuilding Africa's conservation network towards a more sustainable and resilient future. An [innovation challenge](#) that will support the incubation and prototyping of models is currently underway. This initiative builds on a large-scale policy-engagement effort, directed towards Governments and Financing Institutions, towards the redirection of COVID-19 stimulus packages and policies towards a [Green and Just Recovery in Africa](#).

2) National CBNRM networks

There are existing national level CBNRM networks that support and represent community-based conservation efforts in most of the project's target countries. Eastern and southern Africa are well known for their capacities in the realm of community-based conservation and natural resource conservation and management. Over the years a number of national networks have been established, and the Platform Host (WWF Regional Office for Africa) is well connected to these networks, many of which will be enlisted to help provide critical linkages between community beneficiaries and the platform. This includes community conservancies, associations and nature-based tourism umbrella groups at the local level.

The national CBNRM network partners are actively engaged in a variety of responses to the COVID-19 pandemic on behalf of the constituencies they represent or support. These activities vary across different countries and landscapes but have focused on both short- and medium-term needs. To this end, rapid needs assessments have been conducted in a number of countries and communities, which the Platform will be able to draw on. These networks include Ngamiland Council of Non-Governmental Organizations (NCONGO) (Botswana), Kenya Wildlife Conservancies Association (KWCA), Kasungu Wildlife Conservation for Community Development Association (KAWICCODA) (Malawi), Mozambique CBNRM Network (R-GCRN), Namibia Association of CBNRM Support Organisations (NACSO), Resource Africa (South Africa), Zambia - Zambia CBNRM Forum (ZCBNRM) and Zimbabwe - Communal Areas Management Programme for Indigenous Resources Association (CAMPFIRE). Details for each of these project partners can be found in Annex C.

3) The Regional Centre for Mapping Resources for Development (RCMRD)

Established in 1975 under the auspices of the United Nations Economic Commission for Africa (UNECA) and the then Organization of African Unity (OAU), today African Union (AU), RCMRD is an intergovernmental organization that specializes in the provision of geo-information and allied technologies for Sustainable Development in its 20 Member States and other stakeholders in the region and is based in Nairobi. RCMRD responded proactively to the pandemic and is contributing key data by informing COVID-19 response via their [Covid19 Open Data Hub](#) that serves 20 countries in eastern and southern Africa. The information provided is open source and includes demographic data showing populations at risk. The Centre has placed priority on understanding the various communities of practice and how their role as a regional entity can intercede to improve decision making. Thus the Centre acts as a repository of data and resources to enable better and more efficient decision making under the COVID-19 crisis.

Through the various institutions RCMRD partners and engages with, the organization is able to interact intimately with the key stakeholders, resulting in increased impacts of interventions. For example, RCMRD collaborates with community actors who are the prime beneficiary of the services, by interacting directly with

local communities and their representatives, carrying out needs/gaps assessments, mapping actors, and identifying gaps and interacting with various complementing stakeholders.

Such information has proved crucial in informing the targeted efforts of COVID-19 relief measures by Member States and partners.

4) Luc Hoffmann Institute (LHI)

LHI provided networking impetus and has incubated the idea of the nature-based tourism collaborative platform starting from early months of 2020. To ensure deeper understanding, better grounding across regional and local partners in Africa and to establish the foundations for key actors to come together, LHI invested \$162,000 to conduct a series of reviews, consultations and to provide support for the project. LHI commissioned a rapid review of existing platforms and funding mechanisms conducted by the Biodiversity Team at IIED that resulted in lessons learned from 32 active platforms, and has informed the design of the Platform. LHI has also commissioned development of a data repository of areas of high nature-based tourism in the relevant countries, which is being developed and will be presented in the form of an interactive map by Vizuality in collaboration with RCMRD. Lastly, LHI have begun development of a methodology for testing the Platform eligibility and registration process mechanisms for SMEs.

5) Maliasili

Maliasili is a registered charity working through long-term partnerships with a network of leading African community-oriented organizations, focusing on conservation, natural resource management, land tenure and related issues. Maliasili is working with their partners to address the emergency funding needs during the COVID-19 pandemic, in terms of structuring financing deals that provide bridge funding to buffer the losses of tourism revenue to community conservancies. Sharing lessons across their African Conservation Leadership Network (ACLN) leaders through dedicated events, they began gathering insights to COVID-19 impacts and responses at the community level. They particularly focused this in the conservancies surrounding the Maasai Mara National Reserve in Kenya, in collaboration with the Maasai Mara Wildlife Conservancies Association. Maliasili and funding partners, BAND foundation and the Liz Claiborne & Art Ortenberg Foundation, recently launched a \$3 million [fund](#) (the Maasai Landscape Conservation Fund) to accelerate impact across one of Africa's most important conservation landscapes, over the next three years, with the aim to get more money to the best local organizations at the frontlines of African community conservation. It is expected that this will help accelerate learning and impact in the wake of the COVID-19 pandemic.

6) Resource Africa

Operating in southern Africa and internationally since 1991, Resource Africa (RA) is the Secretariat for the national CBNRM networks, the Community Leaders Network (the CLN), in 8 southern African countries (Namibia, Malawi, Botswana, South Africa, Mozambique, Tanzania, Zambia and Zimbabwe), who are involved in natural resource management and conservation. The mission of RA is to support African rural communities to exercise their rights and improve their wellbeing by promoting greater global, regional and national commitment and action towards policy, market and legal reforms that secure their rights to own, control and benefit from the sustainable use of natural resources, especially land, wildlife, forests and water. RA is currently involved in COVID-19 response, collecting data and establishing structures to assist these communities. RA (in collaboration with Southern Africa Trust and NACSO) is well positioned - and has been mandated by CLN members - to ensure effective coordination, sharing of lessons and provide institutional support to CLN national members in gathering required information at national and community levels from which both national and regional level emergency and recovery proposals can be prepared. RA has undertaken surveys with selected Community-Based Organizations (three per country) involved in

conservation based tourism and analysis in five countries (Botswana, Namibia, Zimbabwe, Zambia and Malawi) to determine the impact of COVID-19 at the local level and identify the most effective emergency and long term measures required to develop more resilient nature based livelihoods.

7) Coastal Oceans Research and Development – Indian Ocean (CORDIO)

CORDIO East Africa is a non-profit organization focusing on management and policy on coral reefs across the ten countries of eastern and southern Africa since 2000. Registered in Kenya in 2003, the organization works across east and southern Africa, including the countries targeted for the collaborative platform project with exception of Namibia. The network of partners includes local and national individuals and organizations, global conservation organizations, major universities, government institutions and inter-governmental bodies.

CORDIO monitors and conducts research on coral reefs across a broad spectrum of issues including climate change impacts, resilience, fisheries, community-based management and endangered species protection, to bring knowledge into management and policy from local through national to regional levels. At local levels, the organization works closely with community groups, protected area managers and resource managers and offers the project experience, relationships and contextual understanding to link discussions and learning with marine and coastal Covid-19 -impacted nature-based tourism enterprises.

CORDIO's experience with community dependence on coral reef fisheries and their vulnerability to shocks (e.g. climate change) is relevant to tourism-vulnerability to COVID-19, and from coral reefs to mangroves and other critical marine and coastal ecosystems.

8) The Nature Conservancy

The Nature Conservancy is a global environmental nonprofit founded in the United States in 1951. The Nature Conservancy's conservation investing division, NatureVest, creates and transacts investable deals that deliver conservation results and financial returns for investors. The Africa Conservation & Communities Tourism Fund (ACCT), a partnership between The Nature Conservancy and ThirdWay Africa, is developing a 7-year impact investment fund targeting a minimum first close of \$20M and maximum fund size of \$100M. The ACCT Fund will provide select conservation tourism companies with financing to help maintain operations and livelihoods during the COVID-19 downturn, continue payment of concession fees to conservation areas, better position tourism assets to deliver conservation and social outcomes, and improve future resilience of these companies to economic shocks. As the Fund's co-General Partner and Conservation Advisor, TNC will develop and monitor a suite of conservation and social covenants, directly linking loans to measurable conservation and community outcomes. Loan terms to tourism operators will be designed to be flexible to help navigate a protracted economic downturn and mitigate repayment risk.

9) International Institute for Environment and Development

IIED is producing knowledge products such as [case studies, policy briefs, webinars, reports on the impacts of COVID-19](#) and recovery strategies. Through these, IIED plays an important role in supporting the evidence base, providing accessible information, opening dialogue and ideas to help transform policy and practice through action research with local actors and partners and by developing practical solutions that support pro-poor governance and empower those most often excluded.

10) Vizzuality

Vizzuality is a science and technology company focused on data visualization, web-GIS and tool development, and committed to working on projects related to conservation, the environment and sustainable

development. Vizzuality has been involved in COVID-19 related projects since the pandemic began to emerge. For example, [insight2impact](#) & [FinMark Trust](#) are tracking the impact of Covid-19 on people's lives in Africa through the [Covid 19 tracker designed and built by Vizzuality](#). The objective of the website is to show the numbers that the I2I facility of FMT's data team is compiling through their mobile COVID tracking survey to monitor COVID-19 in different countries across the African continent.

1.6 Coordination with other relevant GEF & non-GEF Initiatives

The project will coordinate and align its communication and collaboration approach with the existing knowledge management platforms already established under the GEF Sustainable Forest Management impact program (SFM, particularly Drylands Sustainable Landscapes), the Inclusive Conservation Initiative and the Global Wildlife Program (GWP). There is potential for coordination with several Global Wildlife Program child projects in Phases I and II, notably those in eastern and southern African countries which support nature-based tourism enterprise development in conservation areas. The project will coordinate with GWP World Bank team to organize a webinar early in project implementation phase to introduce the GWP project teams to the Platform and funding opportunities, as there is potential for identification of Platform support to individual beneficiaries that have been detrimentally impacted by the collapse of income streams from nature-based tourism enterprises.

Annex D on pg. 84 of Project Document provides more details for each of these initiatives.

SECTION 2: PROJECT EXECUTION STRATEGY

2.1 Project Objective and Theory of Change

The project objective is *“To facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa”*.

The project will contribute to a facilitated transition through the COVID-19 pandemic for the nature-based tourism sector in southern and eastern Africa, supporting short-term stability while building enhanced capacity for reimagining the role of this industry for conservation and communities in the longer-term. The project will create an independent collaborative platform, where resources and tools are centralized, to facilitate and streamline ongoing communication at all levels in the linking of COVID-19 financial relief and stimulus products with local nature-based tourism enterprises and women and men in beneficiary communities impacted by the spread of COVID-19. The requested GEF finance is expected to catalyze additional contributions to the collaborative platform. Project outputs will be delivered through sub-grants to African-based partners.

This project will benefit from targeted data gathering, consensus-building and the inclusive co-production of strategies and plans, ensuring equitable benefits to women and men. An African-led community of practice with a united voice stands a far greater chance of elevating this issue in the global agenda, amongst the many competing and related demands of health and unemployment, and the platform will strive to achieve this through strong local leadership and thorough documentation of all actions.

Focal geographies: Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

The project theory of change is as follows:

If rapid assessments are completed to understand the economic, social and environmental impacts from COVID-19 on nature-based tourism small and medium-sized enterprises (SMEs) and local communities, and if COVID-19 relief and stimulus opportunities are profiled, and if an online COVID-19 data clearinghouse platform is developed with this information, then platform supporters (financial institutions, donors, governments, etc.) will have better understanding on where the impacts have been felt most by SMEs and local communities in the project’s targeted countries. It will also provide information to platform beneficiaries (communities and SMEs) on funds available to them for relief, recovery and mitigation needs (Outcome 1.1.). If the most impacted communities can be identified and engaged by existing national CBNRM networks to participate with the platform, then those beneficiaries who may typically lack access or capacity to pursue funding opportunities, will stand to benefit from potential funding opportunities on the platform. CBNRM networks will benefit from capacity building via engagement with the platform, and will be in a better position to access in-country, regional and global COVID-19 response funding mechanisms. Additionally, if the project provides specialized matchmaking services which increase the capacity among communities and SMEs to apply for and secure funding, then donors will make informed decisions based on needs of beneficiaries and COVID-19 emergency relief funds will effectively reach those beneficiaries most in need.

Furthermore, if stakeholder roundtables, dialogues and events are hosted and organized by the project, then there will be increased collaboration among funding institutions/donors/potential donors and targeted communities and SMEs (Outcome 2.1). This will increase understanding of the need for relief funding as well

as the benefits of stimulus/investment in communities and SMEs. In concert with this approach, if the project identifies and develops new funding sources to further support targeted communities and SMEs impacted by COVID-19, then there will be growth in COVID-19 funding that goes beyond the existing funds identified in the data platform.

If a case for investments in nature-based tourism and conservation is developed and promoted to be part of government and financial institution economic relief and stimulus packages, and if engagement with existing intergovernmental policy processes (including the African Union (AU) and the African Ministerial Conference on the Environment (AMCEN)) further supports stimulus/investment packages for nature-based tourism, then government and financial institutions will be encouraged to plan and invest in the integration and sustainability of tourism, wildlife conservation and economic development of the region. This will then lead to improved integration of tourism and wildlife sustainable future pathways in investment decisions by governments and finance institutions (Outcome 2.2), so nature-based economies like tourism can become more resilient in the long-term.

If COVID-19 emergency relief funds grow and reach those communities and SMEs most in need, the ultimate impact contributed to would be: 1) nature-based tourism SMEs will continue to pay concession/conservation fees and employee salaries that benefit conservation and management of conserved areas, which will result in community beneficiaries maintaining their income from conserved areas and/or maintain their revenues from concession/conservation fees; and 2) community beneficiaries will receive enough funds to maintain stability for the short-term, which will avoid a turn to exploitative or unsustainable practices to meet their livelihood or economic needs. This will reduce unsustainable practices, like unsustainable agriculture, poaching, encroachment of natural or conservation areas, etc. in these targeted areas. For the longer-term, the improved integration of tourism and wildlife sustainable future pathways in investment decisions by Governments and Finance Institutions will contribute to the higher-level goal of creating more resilience in nature-based economies, such as tourism further reducing unsustainable behaviors for the longer-term.

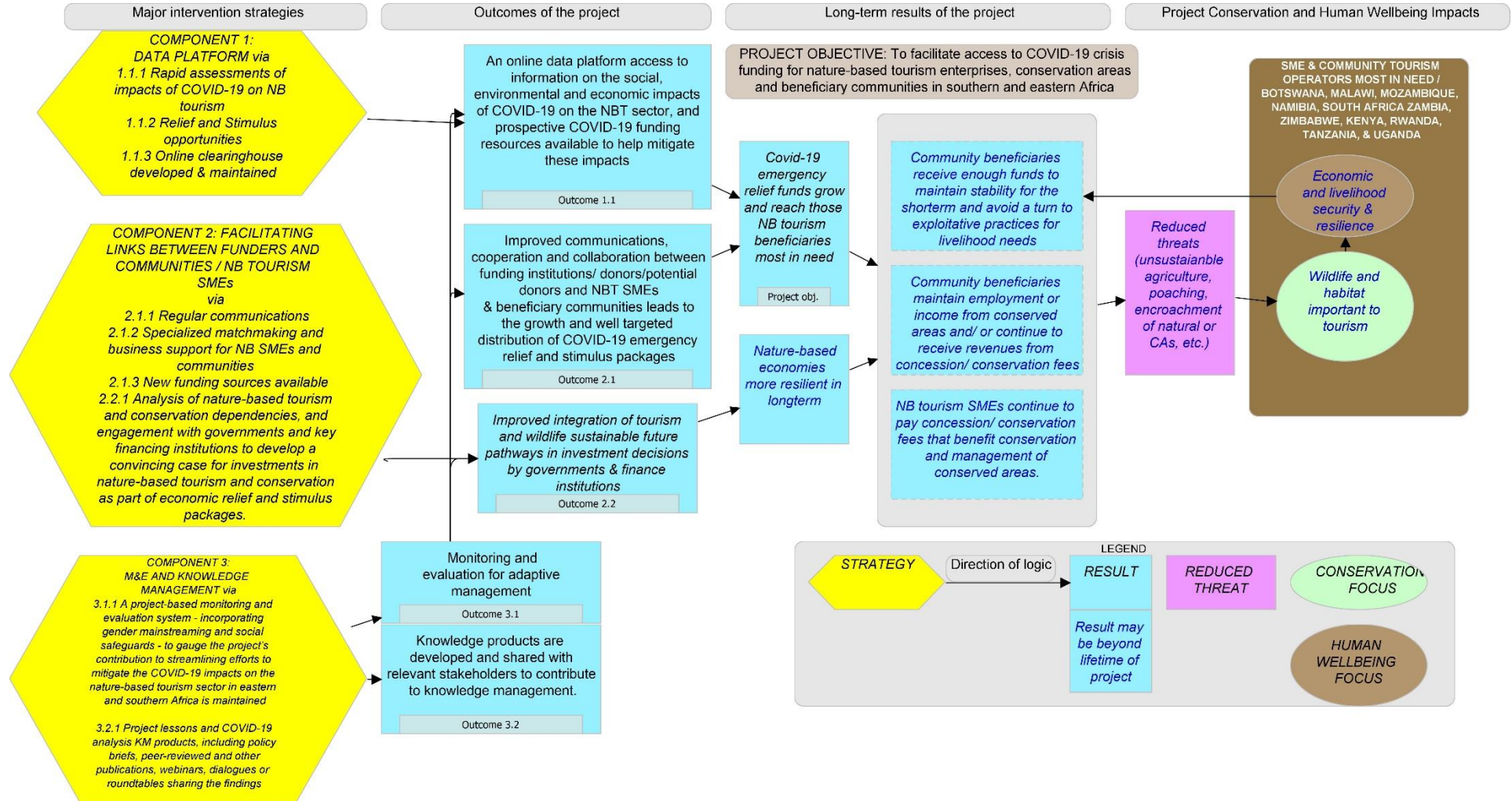
If, ultimately, the threats are reduced, then the wildlife and habitat important to tourism in the countries that are beneficiaries of this project (Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe) will be better conserved, which will improve the livelihood security and economic resilience of communities who rely on both the ecosystem services and tourism potential that stems from protecting these wild species and places.

Overall, if the platform is grounded in comprehensive bottom-up data collection and trusted national CBNRM networks, and if this data informs the development of the platform as a neutral and accessible meeting place to “matchmake,” share information, gain visibility among supporters and beneficiaries, generate resources, and monitor progress, then the platform can help create a strong and cohesive voice for those in the nature-based tourism sector most affected by the impacts of COVID-19 and play a role in ensuring the equitable distribution of crisis funding to those communities and SMEs in the nature-based tourism sector most affected by the impacts of COVID-19.

If the platform draws together experts and networks, hosts discussions, captures lessons and creates a virtual space for the consolidation of critical data on tourism trends, responses and needs in the wake of the COVID-19 outbreak, then this information can also be used to support policy dialogues through established intergovernmental processes in Africa to improve the integration of tourism and wildlife sustainable future pathways. If the project employs an adaptive management strategy to check progress against the theory of change and course correct as information becomes available, and if this monitoring and evidence gathered is used to ensure that the intervention is having flow-on effects for the beneficiaries and the wildlife they help

to conserve, the platform will help to generate a shared understanding of how the future of nature-based tourism could be redesigned down the line, including consideration of long-term trade-offs and the need for greater diversification to deliver more resilient livelihood opportunities in the future.

Figure 1. High level theory of change (Detailed theory of change diagram in Annex E)



2.2 Project Components and Expected Outcomes

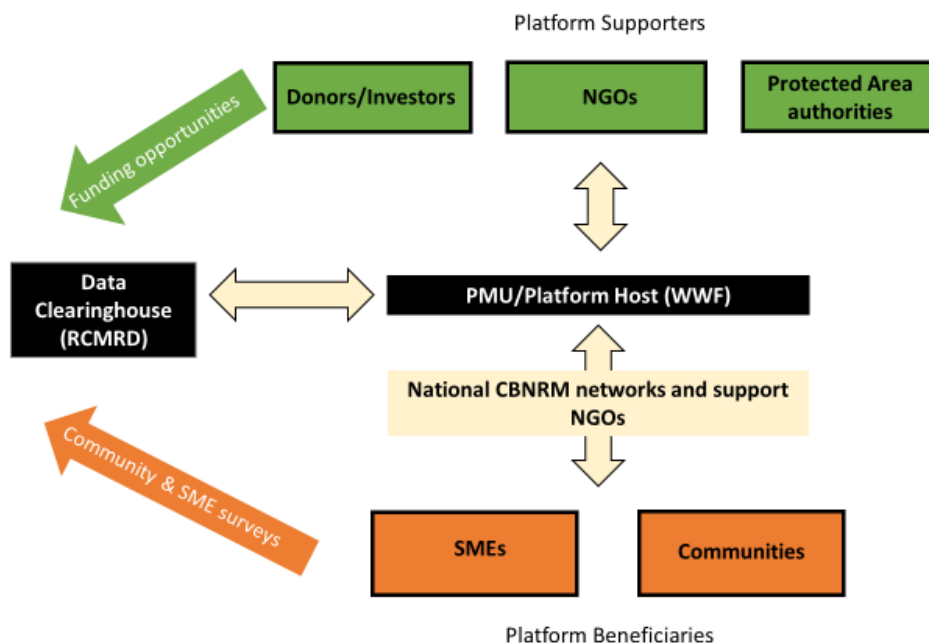
Over the 3-year project, the project objective, to facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa, will be achieved through the implementation of the following interconnected components, outcomes and outputs:

Table 1. Project description summary

Project Components	Project Outcomes	Project Outputs
1. Data clearinghouse	1.1 An online data clearing house facilitates access to key information on the social, environmental and economic impacts of COVID-19 on the nature-based tourism sector, and prospective COVID-19 funding resources available to help mitigate these impacts	<p>1.1.1 Rapid assessments and critical analyses of the direct and indirect impacts of COVID-19 on nature-based tourism are conducted</p> <p>1.1.2 COVID-19 emergency relief and stimulus opportunities available to help address impacts on nature-based tourism are profiled</p> <p>1.1.3 An online COVID-19 data clearinghouse (architecture; hardware; software development; data management; data analysis; hosting; online technical support) is designed, developed, populated, hosted and maintained</p>
2. Facilitating links between funders, and communities and the nature-based tourism sector	<p>2.1 Improved communications, cooperation and collaboration between funding institutions/ donors/potential donors and nature-based tourism businesses and beneficiary communities leads to the growth and well targeted distribution of COVID-19 emergency relief and stimulus packages</p> <p>2.2 Improved integration of tourism and wildlife sustainable future pathways in investment decisions by Governments and Finance Institutions</p>	<p>2.1.1 Regular (virtual, and in-person) communications with, and discussions between, COVID-19 financial support organizations and the nature-based tourism sector are organized, hosted and maintained</p> <p>2.1.2 Specialist support to help match COVID-19 funding opportunities to affected tourism enterprises and marginalized rural communities is provided</p> <p>2.1.3 New funding sources to further assist nature-based tourism businesses and associated communities address the impacts of COVID-19 are identified and developed</p> <p>2.2.1 Analysis of nature-based tourism and conservation dependencies, and engagement with governments and key financing institutions to develop a convincing case for investments in nature-based tourism and conservation as part of economic relief</p>

Project Components	Project Outcomes	Project Outputs
		and stimulus packages.
3. M&E and knowledge management	<p>3.1 M&E plan implemented for adaptive management</p> <p>3.2 Knowledge products are developed and shared with relevant stakeholders to contribute to knowledge management.</p>	<p>3.1.1 A project-based monitoring and evaluation system - incorporating gender mainstreaming and social safeguards - to gauge the project's contribution to streamlining efforts to mitigate the COVID-19 impacts on the nature-based tourism sector in eastern and southern Africa is maintained</p> <p>3.2.1 Project lessons and COVID-19 analysis KM products, including policy briefs, peer-reviewed and other publications, webinars, dialogues or roundtables sharing the findings</p>

Figure 2. Schematic of platform and key project partners



The schematic above (Figure 2) shows the platform supporters, beneficiaries and facilitators and their interactions with the PMU, platform host and data clearinghouse. The project components, outcomes, outputs and summary of activities are presented below, with linkages between components identified.

WWF US will serve as the Project Management Unit (PMU) across all 3 components.

Component 1 (Data clearinghouse)

Under Component 1, data on the nature-based tourism sector across the region, as well as the impacts of and responses to COVID-19 (including funding opportunities), will be collected and housed in a centralized online data platform. The data will be gathered using two primary methods, collating existing metadata on tourism sources and revenue across the region, and collecting data directly from communities and small and medium enterprises (SME's) engaged in the nature-based tourism sector. The information collected under Component 1 will inform the matchmaking between donors and beneficiaries in Component 2, and the online platform will serve as the repository for all the data collected during the project.

Outcome 1.1: *An online data clearing house facilitates access to key information on the social, environmental and economic impacts of COVID-19 on the nature-based tourism sector, and prospective COVID-19 funding resources available to help mitigate these impacts.*

Output 1.1.1: Rapid assessments and critical analyses of the direct and indirect impacts of COVID-19 on nature-based tourism are conducted.

Assessments will be conducted via two primary methods, metadata research and surveys:

1) Through a sub-grant to Vizzuality, the project will collate and review existing metadata on tourism sources and revenue in the region prior to COVID-19, as well as data on the impacts of COVID-19 to nature-based tourism across the region. The data research and analysis will be conducted by Vizzuality, who will provide data science expertise to help identify areas of highest conservation priority and tourism revenues across the 11 countries of interest (Annex F: Screenshot of prototype mapping tool). The data will be validated by the CBNRM networks and other partners. Due to the large number of potential beneficiaries within each country, this exercise will help to determine where outreach efforts from the project will focus, including areas that were most dependent on nature-based tourism prior to the COVID-19 crisis. The ESRI-based data viewer will include datasets on key species' distribution ranges, key conservation landscapes, protected areas, tourism itineraries, and tourism accommodation.

2) The project will conduct surveys to further quantify and qualify the specific impacts of COVID-19 on women and men in local communities and SMEs, using a bottom-up approach. This will include gathering baseline information (identification, geographic area, land tenure, conservation contribution, ownership, employment, sources of revenue, financial information, etc. - sex-disaggregated where appropriate) as well as information on the impacts of COVID-19 (existing measures, current support, support needed by women and men, financial gap, etc.). The surveys will be administered via two methods, outreach to communities via CBNRM networks, and online surveys for SMEs. Data will also be collected from protected area authorities, helping to quantify the funding gap due to loss of tourism income.

a) Data collection from communities will be conducted using surveys administered by existing national level CBNRM networks that support and represent community-based conservation efforts in most of the 11 countries. Eastern and southern Africa are well known for their capacities in the realm of community-based conservation and natural resource conservation and management. Over the years a number of national networks have been established, and they will be enlisted in this project to help provide critical linkages between community beneficiaries and the platform. In output 1.1.1, a majority of GEF funds will be focused on community members, who do not have the same technological access as SMEs. The national CBNRM networks will each receive a sub-grant to conduct inclusive data collection, process and verify the data including disaggregation by sex, and upload the data to the platform. Annex G contains a draft version of the community survey. Given the extremely large number of potential beneficiary communities across the 11 countries, a sampled approach will be used to determine which communities will be included in this data collection effort. This will be informed primarily through discussion with the CBNRM networks and other project partners, as well as using the collated metadata on the highest priority tourism areas.

The following CBNRM networks have been identified in most of the countries, except where indicated:

- (i) The Namibian Association of CBNRM Support Organizations (NACSO)
- (ii) Kenya Wildlife Conservancies Association (KWCA)
- (iii) The Mozambique Community Based Natural Resources Management Network (R-GCRN)
- (iv) Communal Areas Management Programme for Indigenous Resources (CAMPFIRE Association), Zimbabwe
- (v) Kasungu Wildlife Conservation for Community Development Association (KAWICCODA), Malawi (KAWICCODA has committed to working with the Department of National Parks and Wildlife and other local community-based organizations in the seven protected areas of Malawi)
- (vi) Ngamiland Council of Non-Governmental Organizations (NCONGO), Botswana
- (vii) Zambia Community-Based Natural Resource Management Forum (ZCBNRM)
- (viii) Tanzania: To be confirmed. Have consulted with Tanzania Natural Resource Forum (TNRF), and Tanzania National Parks Authority (TANAPA) may be able to play a facilitation role.
- (ix) South Africa: To be confirmed. Could be tackled using a number of in-country NGOs, such as WWF South

Africa (WWF SA), Resource Africa, Wilderness Foundation, Wildlands Trust, as well South African National Parks (SANParks).

(x) Uganda: To be confirmed. Uganda Wildlife Authority (UWA) may be able to play a facilitation role.

(xi) Rwanda: To be confirmed. African Parks may be able to play a facilitation role.

The sub-grants to the CBNRM networks will be used to collect data from communities through their existing processes and programs, helping the Platform to gain critical bottom-up information on the loss of revenues previously generated through tourism, including related jobs, the leasing of land for conservation, and concession agreements. The CBNRM networks will assist in verifying the accuracy of data collected from their constituents and provide the data to the Regional Centre for Mapping of Resources for Development (RCMRD) for further processing (output 1.1.3).

A small number of regional NGOs will receive grants to assist the CBNRM networks, and potentially fill the void in some regions of those countries without national CBNRM networks, namely Tanzania, Uganda, Rwanda and South Africa. Conversations with Resource Africa (southern Africa), Maliasili (eastern Africa) and Coastal Oceans Research and Development in the Indian Ocean (CORDIO) (western Indian ocean) are ongoing to provide coordination and technical support for data gathering and analysis to the CBNRM networks.

Protected area authorities will also be informed and potentially involved in the data collection process, particularly in countries such as Rwanda, South Africa, Tanzania, and Uganda, which lack national CBNRM networks.

b) Data collection from SMEs will be conducted in 2 steps. Those who meet predefined eligibility criteria will be invited to register on the platform (e.g. engaged in nature-based tourism, demonstrate positive livelihood and conservation impacts at the local level, meet the highest standards of practice when working with local communities, turnover below a certain level, qualify as a small and medium enterprise, etc.) (Annex H: Draft SME Criteria). The platform staff will verify the eligibility of each registrant, and eligible SMEs will then be invited to provide additional detailed information through an in-depth, online survey (Annex I: Draft SME survey). Outreach to these SMEs will be conducted through national tourism associations, The Africa Conservation & Communities Tourism Fund (ACCT) (a partnership between TNC and ThirdWay Africa), and the IUCN WCPA Tourism and Protected Areas Specialist Group (TAPAS) using existing networks throughout the region (including to 700+ SME contacts established through a previous survey effort).

c) Data will be collected from national protected area authorities where possible. As much of the baseline information is already known for protected areas, and is being collated as part of the project metadata research, data collection will primarily focus on revenues/budget prior to COVID-19, and the existing funding gap as a result of the COVID-19 pandemic.

These data collection efforts will be coordinated by the platform host (WWF ROA), with the data clearinghouse (RCMRD) receiving and processing the data, and the contracting administered by the PMU. The platform host and PMU will serve as technical leads on the contracts, and ensure all deliverables from project partners (CBNRM networks and NGOs) are received. The data will then be processed by the data clearinghouse and uploaded to the online platform (output 1.1.3). Throughout this process, the platform host, data clearinghouse and PMU will all liaise closely with each other. Collectively, these data will be used to help further prioritize key focal areas for the project within each country, and make available to donors crucial data on the impacts of COVID-19 on the nature-based tourism sector, and the subsequent needs of communities, SMEs and protected areas.

Output 1.1.2: COVID-19 emergency relief and stimulus opportunities available to help address impacts on nature-based tourism are profiled.

COVID-19 emergency relief and stimulus opportunities will be profiled from a variety of potential supporters, including type and scale of funding, beneficiary selection criteria, and application procedures. A number of conversations have occurred with key financing partners during the project development stage. Existing opportunities are identified in the Baseline Scenario (section 1.5), and will continue to be identified through consultants, project partners, online databases (e.g. covidcap.com, <https://public.tableau.com/profile/devexdevdata#!/vizhome/COVIDFundingvisualisation/COVID-19funding>), and policy processes, for example the African Conservation COVID-19 Response Plan component of Africa's Green Stimulus Program that is being developed by the African Ministerial Conference on the Environment (AMCEN) Secretariat (Output 2.2.2). The platform host will coordinate activities under this output, and the results will be shared on the online platform.

As the Platform will function as a mechanism to facilitate the flow of resources, it will also provide a critical learning function and facilitate the rapid transfer of critical lessons, insights, and principles for designing effective financing deals and other solutions in real time. A “lessons lab” facilitated by Maliasili, which will also serve as part of the knowledge management component of this project (detailed in Output 3.2.1), will document the basic design of different venture financing or relief models and arrangements, in collaboration with the key parties involved in those, in order to distill critical design elements, capture innovative models, and analyze emerging practice.

Lastly, with a specific focus on SMEs, TNC will identify relevant emergency relief and stimulus interventions through the Africa Conservation & Communities Tourism Fund (ACCT).

Output 1.1.3: An online COVID-19 data clearinghouse (architecture; hardware; software development; data management; data analysis; hosting; online technical support) is designed, developed, populated, hosted and maintained

Output 1.1.3 will be implemented by the RCMRD (the data clearinghouse), based in Nairobi, Kenya. RCMRD will design, develop, populate, host and maintain the open-access online platform that connects beneficiaries (i.e. communities and SMEs) with funders, along with the latest datasets, analytics, and other resources. It is intended that the Platform will be developed using existing web and mobile applications to enable ease of access to the online resources. The use of existing online platforms and successfully demonstrated approaches has been investigated in lieu of developing a new platform from scratch (Annex J: Guidelines and recommendations – platforms and financial mechanisms). The feasibility of this approach will be further addressed early in project implementation. All assets developed by Vizzuality (Output 1.1.1) will be handed over to RCMRD once Platform development is underway. To ensure this process occurs seamlessly, RCMRD will share their cloud infrastructure with Vizzuality so that they can deploy the applications and data as they are being developed. It is intended that the platform will continue to be maintained and populated with data well beyond the life of this project.

Key functions for RCMRD include:

- (i) create and manage the online platform, including its data, databases, tools and web presence;
- (ii) to receive and curate data from the CBNRM networks, SMEs, and others;
- (iii) to ensure data integrity and reliability;
- (iv) to be the custodian of data and safeguard the provisos of data providers;
- (v) to provide the required software and hardware infrastructure, as well as necessary licenses (e.g. Amazon

Web Services to host the application and ArcGIS to host the data);
(vi) to provide online technical support to partners, in particular the CBNRM networks, on the development and interpretation of geo-spatially based analytics and visualization tools;
(vii) to organize and manage data, maintain the databases and all website(s) that are developed to implement the Platform; and
(viii) ensure data sharing and distribution.

The data on eligible beneficiaries gathered in Output 1.1.1 (metadata and surveys) will form the key component of the online platform and will be accessible via various visualization tools and querying mechanisms. In addition to this, there will be gateways (to other linked databases), resources (case studies, good practice guidelines, etc.) and online support (advisory services, expert advice, etc.). The online platform will integrate data from multiple sources in a transparent, publicly accessible manner, and real-time updates will empower communities and SMEs to communicate the most up-to-date information on COVID-19 impacts to the nature-based tourism sector. The national CBNRM networks will continue to serve their role for the duration of the project, facilitating connections between the platform and the communities. The Platform will also host up to date funding opportunities from potential donors, investors and other supporters. All project knowledge products developed will also be available on the Platform to disseminate project findings to further inform COVID-19 emergency relief and COVID-19 stimulus packages.

Component 2 (Facilitating links between funders, and communities and the nature-based tourism sector)

While many functions of the Platform will be digital, WWF ROA as the platform host will be responsible for convening, coordinating, and matchmaking between donors and beneficiaries. This is particularly important given the digital divide, and gender differences in access to technology and information; and the need to proactively raise awareness of opportunities, including among women who otherwise might not have access.

Key functions for WWF ROA include:

- (i) Provide and maintain staff to manage the Platform and its activities, working in close tandem with the PMU.
- (ii) Facilitate, catalyze and help to streamline opportunities and dialogue between willing funding agencies, philanthropic donors and investors.
- (iii) Coordinate with in-country facilitators (primarily national CBNRM networks and NGOs) to gather data and funding proposals from communities.
- (iv) Manage communications, including working with partners to build case studies/information briefs/publications, host webinars, policy dialogues and roundtables to share the findings and lessons learned.

Outcome 2.1: *Improved communications, cooperation and collaboration between funding institutions/ donors/potential donors and nature-based tourism businesses and beneficiary communities leads to the growth and well targeted distribution of COVID-19 emergency relief and stimulus packages.*

Output 2.1.1: Regular (virtual, and in-person) communications with, and discussions between, COVID-19 financial support organizations and the nature-based tourism sector are organized, hosted and maintained.

The emphasis for this will be on fostering creativity and nurturing solutions in order to improve the coordination, speed and efficiencies of directing COVID-19 support to the distressed nature-based tourism sector, as well as identifying longer term financing and investment opportunities.

The platform host will be responsible for convening the various groups of platform beneficiaries and supporters. The beneficiary group will include CBNRM networks along with other community-groups and associates, as well as representatives of SMEs. The supporters group will include donors, investors, NGOs and protected area authorities. The platform host will actively facilitate these groups to support matchmaking and ensure that proposals are suitable for funders and that donor or investment opportunities are known to eligible beneficiaries.

Particular efforts will be made to ensure that communication channels are inclusive and ensure gender-equity in access to information and benefits. The tools for communications and discussions may, depending on the situational context and to ensure inclusion, range from electronic media (video conferencing, chats) through to in-country face-to-face dialogues, webinars, roundtables and meetings (COVID-19 lockdown conditions allowing), dependent on the idiosyncratic needs of each interest group and recognizing the different needs and status of women and men.

Output 2.1.2: Specialist support to help match COVID-19 funding opportunities to affected tourism enterprises and marginalized rural communities is provided.

The matchmaking support will be facilitated by the Platform host. Services may include *inter alia*:

- (i) identifying specific COVID-19 funding/financing opportunities for the nature-based tourism sector;
- (ii) determining the most efficient and effective distribution channels to provide emergency support, with the fewest ‘middle men’ and measures to prevent corruption;
- (iii) connecting the communities to donors and investors, working through the national CBNRM networks;
- (iv) connecting the SMEs to donors and investors through the various tourism outreach networks;
- (iv) assisting these different partners to articulate their demands and expectations from the funding/financing opportunities; and
- (v) helping to prepare funding applications, business proposals and/or work plans.

In all cases, care will be taken to represent gender differences in needs and priorities and ensure gender equity in publicizing and supporting access to support.

The data collected during Component 1 will be crucial to delivering the “matchmaking” between funders and recipients envisaged in Output 2.1.2. As in Component 1, this will be facilitated through sub-grants to the national level CBNRM networks to do outreach to target communities and assist with inclusive proposal development with consideration for the needs of women, men and marginalized groups. Due to their increased accessibility, the SMEs meeting specific criteria will be invited to submit donor proposals or investment offerings to the Platform. Collaborative proposals from SMEs, particularly those in partnership with communities, will be prioritized.

A small number of NGOs will receive sub-grants to assist with development of funding proposals for submission to the platform, assist with management capacity of funding recipients, and determine implementation and monitoring capacities. These include Resource Africa (southern Africa), Maliasili (eastern Africa) and CORDIO (western Indian ocean coastal areas not covered by national CBNRM networks). It is also envisaged that two consultants will be recruited to assist with donor outreach and proposal development.

Various donors and multilateral organizations have been consulted during ProDoc development, and conversations are ongoing for the different roles each might play. The platform host will coordinate these activities, including for example, with:

Multilaterals:

(i) The United Nations Development Program (UNDP) will contribute co-financing in the form of COVID-19 recovery and resilience building grants to indigenous and community conserved areas in Africa, on-the-ground advice through its GEF small-grants network in the continent, and other assistance through its country offices, regional units and the headquarters.

(ii) The GEF-funded World Bank-led Global Wildlife Program global project has expressed an interest in collaborating with this initiative, including in the areas of knowledge exchange and potentially with donor coordination. The exact priorities, timing, and scope of collaboration will be finalized once the projects are endorsed by the GEF CEO.

(iii) The International Finance Corporation (IFC) is sponsoring the development of a blended finance platform for biodiversity investment in Africa, which seeks to raise and deploy a suite of financial instruments strategically into the biodiversity economy at the landscape level. The IFC platform business model is based on development of strategic pipeline enterprises which need to be carefully vetted and assessed for feasibility and returns. The IFC platform is keen to be a core stakeholder of this project, in particular with regard to private investment in nature-based tourism SMEs. Through its engagement and data collection from SMEs, the project will connect SMEs to the IFC platform where appropriate.

Governments:

(iv) Economic stimulus efforts of governments in eastern and southern Africa.

NGOs:

(v) TNC will receive a sub grant to provide specialist support to SMEs, focusing on assisting them to articulate their expectations, needs and demands, and helping them prepare their applications for philanthropic funding as appropriate. Funding secured will help maintain operations and livelihoods during the COVID-19 downturn, continue payment of concession fees to conservation areas, better position tourism assets to deliver conservation and social outcomes, and improve future resilience of SMEs to economic shocks.

Private Sector:

(vi) WWF has many well-established connections with the private sector, and these will be leveraged to bolster data collection efforts, outreach to SMEs, and potentially provide funding to the platform beneficiaries. For example, WWF-US has been in touch with VISA's Chief Sustainability Officer on using VISA tourism-related transactional data for the project countries; WWF is the conservation partner for the [Adventure Travel Trade Association](#) which could broaden our outreach and engagement with SMEs; and through the Private Sector Engagement team at WWF US there is potential to reach out to the private sector and their foundations for philanthropic giving, in particular to community beneficiaries.

Furthermore, the Platform will coordinate efforts with other associations and foundations already advancing important relief measures (Annex A: Additional COVID-19 funding assistance) enabling equitable benefits for women and men, including support for community game guard salaries, payment of land leases and conservation, concession and traversing fees to local community conserved areas, food and water relief distribution, borehole creation, employment creation, health services and education, distribution of medical supplies, setting up of hand washing stations, etc.

Output 2.1.3: New funding sources to further assist nature-based tourism businesses and associated communities address the impacts of COVID 19 are identified and developed.

The platform host will facilitate this output through a number of mechanisms, including:

- (i) WWF's new initiative to develop complementary alternative livelihoods and income models for communities and SMEs, including an [innovation challenge](#) that will support the incubation and prototyping of novel ideas
- (ii) Lessons emerging from the Lessons Lab facilitated by Malisali
- (iii) Working with the ACCT, IFC and others to further investment options and opportunities for SMEs
- (iv) Donor/grant funding to leverage commercial funding (blended finance)
- (v) Other complementary work and innovative approaches already underway in the region

Outcome 2.2: *Improved integration of tourism and wildlife sustainable future pathways in investment decisions by Governments and Finance Institutions.*

Output 2.2.1: Analysis of nature-based tourism and conservation dependencies, and engagement with governments and key financing institutions to develop a convincing case for investments in nature-based tourism and conservation as part of economic relief and stimulus packages

This output will be overseen by the platform host, working with the South Africa Department of Environment, Forestry and Fisheries, and a yet to be determined organisation on policy outreach. The project will contribute to the ongoing conversation on the future security of nature-based tourism in Africa, including how to measure its value, the principles that underpin it, and what can be done to future-proof nature-based tourism from unprecedented crises such as COVID-19. It will also look into broadening the current income/benefit streams from conservation beyond the tourism sector alone, as a way of increasing the resilience of communities surrounding conservation areas. This output will include:

- (i) Evaluating social, economic and ecological opportunities provided by wildlife-based land uses (WBLUs) for local communities, governments and the private sector;
- (ii) engaging with key actors such as AMCEN, national governments and major financing institutions;
- (iii) Convening and hosting a series of dialogues to summarize, evaluate and develop the business case for investments in nature-based tourism and other nature-based economic ventures.

Potential avenues for engagement with key actors include:

- (i) The Government of South Africa, as South Africa currently holds the chair of both the AMCEN and the African Union (AU) until 2021. This will include assisting with the development of the African Conservation COVID-19 Response Plan component of the Africa's Green Stimulus Program. This plan has three specific elements, namely the deployment of emergency relief funds to support conservation authorities, local communities, civil society and small-scale enterprises as compensation for lost jobs and revenue; the development of a 24-month stimulus package to support the physical and social infrastructure that will support the recovery of the African nature-based tourism sector; and to research longer term measures to improve the resilience of African conservation strategies through the biodiversity economy. Due to the dire situation brought about by the Pandemic, the Bureau requested that the AMCEN Secretariat works together with the African Union (AU) Commission on the phased response and works closely with Member States to identify the conservation areas and communities in need, and to mobilize resources to support the biodiversity and conservation sector. The platform will therefore play a crucial role with all the community-level data being collected, and important links are being formed that can be leveraged by the Platform in garnering political support going forward, including through South Africa's Ministerial Task Team;
- (ii) supporting the working groups established by the IUCN South Africa National Committee, the work of the IUCN Regional Committee on responses to COVID-19, as well as relevant SADC and East African Community (EAC) working groups engaged in COVID-19 recovery strategies, and linking the work of these groups with the

platform;

(iii) coordinating with the UNWTO Agenda for Africa 2030 - Tourism for inclusive growth. This roadmap for African tourism has been updated to reflect key areas of support in the recovery of the sector from the impact of COVID-19, including unlocking growth through investment promotion and public-private partnerships, promoting travel facilitation including enhanced connectivity and tourism visa policies, and advocating for “Brand Africa”;

(iv) working with investors and financial institutions to identify and pilot novel funding opportunities, including possible mechanisms for these, emphasizing approaches that are sustainable and lead to self-sufficiency. Specific targets in this regard include the African Development Bank, World Bank and International Monetary Fund, as well as where appropriate the national banks in target countries (where such stimulus packages are being considered).

In this way, the project will contribute to putting COVID-19 recovery on a path of transformative sustainable development, and the longer-term development (and sustainability) of more resilient models for nature-based tourism and conservation. Managed responsibly, increasing resilience to future shocks, and ensuring gender-equitable benefits, tourism can emerge from the current crisis as an even more important contributor to the Sustainable Development Goals, supporting livelihoods and creating opportunities for millions of women and men around the world.

Component 3 (M&E and knowledge management)

Outcome 3.1: M&E plan implemented for adaptive management

Output 3.1.1: A project-based monitoring and evaluation system - incorporating gender mainstreaming and social safeguards - to gauge the project’s contribution to streamlining efforts to mitigate the COVID-19 impacts on the nature-based tourism sector in eastern and southern Africa is maintained.

The main monitoring instrument that will be used by the project is the Project Results Framework (RF) and the annual work plan tracking. The project results, corresponding indicators and targets (sex-disaggregated where possible) in the project results framework, and the targets in the annual work plan, will be monitored annually and evaluated periodically during project implementation. The project will, under this output, specifically implement the following M&E suite of activities:

- (i) collect and collate monitoring data (sex-disaggregated where possible) to report on project performance indicators in the project Results Framework (RF);
- (ii) track implementation of project activities in the annual work plans;
- (ii) prepare six-month and yearly Project Progress Reports; including the Project Closeout Report,
- (iii) monitor and report on the implementation of the project’s Gender Action Plan (GAP), Stakeholder Engagement Plan and conformance to the project's Environmental and Social Safeguards;
- (iv) prepare and submit quarterly and annual financial progress reports; and
- (v) undertake a project terminal evaluation.

This output will be directly implemented by WWF, through the PMU and platform host, further detailed below.

Outcome 3.2: Knowledge products are developed and shared with relevant stakeholders to contribute to knowledge management.

Output 3.2.1: Project lessons and COVID-19 analysis knowledge management products, including policy briefs, peer-reviewed and other publications, webinars, dialogues or roundtables sharing the findings.

The main presence of the platform will be through a dedicated project website. This will be the primary means for partners with internet access to interact with the project and project staff. Various URLs have already been identified as possible options. The website will allow partners to register on the platform, and provide access to data collected by the project, funding opportunities, as well as the various knowledge products, including policy briefs, case studies, stories, peer-reviewed publications, webinars (including with GWP project teams), roundtable discussions, social media content, amongst other products. Communications will also include particular attention on reaching marginalized communities, as well as differences between women and men and how gender-equitable outreach can be promoted. This will primarily be facilitated through the national CBNRM networks and partner NGOs, using in-person, radio and SMS communication channels where needed.

A ‘Lessons lab’ facilitated by Maliasili will be responsible for documenting different models and solutions to the crisis, and creating convening spaces where different actors can share lessons, insights, and generate new ideas to address ongoing challenges in a manner that allows immediate and adaptive responses. It will link key national and local actors working with the Platform, as the key partners and stakeholders in the learning processes. Additionally, the International Institute for Environment and Development (IIED) is a potential partner for this particular output, given their experience in developing digital and print media knowledge products, in particular case studies and policy briefs to develop analytical products derived from lessons learned.

One of the most significant long term impacts of the platform will be to enable sharing of lessons and experience amongst local and national CBNRM implementers throughout Africa, to enhance implementation, diversification and innovation in the post-COVID-19 recovery period as well as in design of future emergency responses.

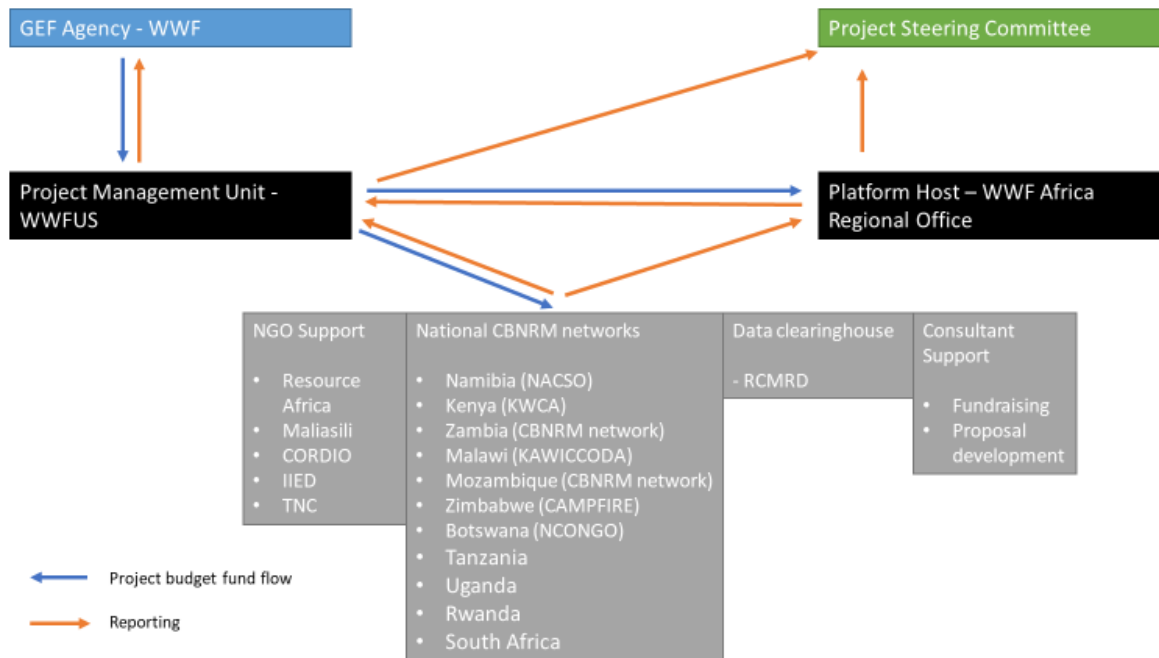
All platform partners will use their regional and global communication networks to further promote the knowledge management products. Recommendations and solutions will be featured and linked to ongoing and upcoming regional and global events, such as the African Protected Areas Congress and the World Conservation Congress, amongst others, as well as through other relevant programs such as the Global Wildlife Program and Drylands Sustainable Landscapes.

2.3 Institutional Arrangement

Overview of Implementation Arrangement

The proposed implementation arrangement (Figure 3) includes WWF as the GEF Agency, and self-execution through WWF (including WWF US Conservation and WWF Regional Office of Africa) to provide project management and a hosting arrangement for the African NBT Platform. WWF will sub-grant to RCMRD to act as the data clearing house, and to national community based natural resource management networks (CBNRM) to facilitate outreach to communities, including data collection and proposal development. Sub-grants to NGOs, including Maliasili, Resource Africa and CORDIO, will support the work of the CBNRM networks.

Figure 3. Executing structure



WWF Self-Execution

World Wildlife Fund will self-execute this project. This modality is proposed for several reasons:

Expediency: the goal of this project is to connect financial support to nature-based tourism reliant communities and SMEs that are in need during and post COVID-19. Meeting this goal requires the project support to move as quickly as possible, while adhering to policy and standards of GEF and WWF, to minimize negative impacts on nature and biodiversity in the period of time where the projected project beneficiaries have lost their primary sources of income due to the collapse of tourism. Self-execution through WWF will facilitate efficiencies; for example working through WWF entities saves time as diligence of the primary grant recipient would not be required, nor the development and negotiation of an external grant agreement. WWF US can procure key services, and administer sub grants to project partners directly, and can do so quickly while in compliance to the GEF minimum fiduciary standards and other policies.

Global to local network: Implementing this project requires a global network and capacity to interact and bring in small to large donors, from private to public to foundation sources, as well as conduct outreach to the most marginalized communities. WWF has the structure, staffing, experience, trusted relationships, and history of delivery for making these connections to donors and communities. A regional presence is necessary for implementation of this project, to connect to some of the large regional entities (such as AfDB, SADC, EAC, AU, AMCEN, KAZA Sec), regional offices of INGOs (IUCN ESARO) and regional hubs of development agencies (such as UNEP, UNDP). The WWF Regional Office of Africa is very well placed in this context, with key relationships at the national level, with key government Ministries, national NGOs and other partners. The WWF country office presence in almost all the countries in this project will enable partnership with the national CBNRM networks, communities, and SMEs. They are already well connected to these partners given

that nature-based tourism and community based natural resource management are key priorities across WWF country offices.

Technical expertise: The focus of this GEF-funded project is on connecting donor finance to communities and SMEs that are reliant on nature-based tourism, and are currently facing huge negative impacts on their livelihoods or income due to the drop off in tourism with COVID-19. WWF is perhaps the best placed organization to serve this project as nature-based tourism and community-based conservation are key priorities of WWF in southern and eastern Africa and across the globe, with significant expertise and experience in both. For example, WWF has been a leading partner of Namibia's world-renowned communal conservancy program since its inception in the early 1990s—a national program which associates nature conservation, tourism, and devolved management and benefits to communities. Much of the success of that program can be attributed to the joint venture partnerships that WWF has helped to broker between conservancy and private sector partners from the tourism industry. Similarly, WWF played an instrumental role in the establishment of community-based conservation programs in Tanzania (Wildlife Management Areas) and Zimbabwe (CAMPFIRE) and actively supports programs in Kenya and Mozambique. Today, the Secretariat of the Kavango Zambezi Transfrontier Conservation Area (KAZA), has asked WWF and its Namibian partners to adapt lessons learned (communities, nature-based economies, etc.) in Namibia to other KAZA partner countries (Zimbabwe, Zambia, Botswana and Angola).

Partners: WWF has trusted partnerships with key organizations that will support this project through co-financing and/or as sub-grantee partners (detailed below). This includes an extensive network of international travel industry relationships and partnerships, including an MOU with The World Travel & Tourism Council (WTTC), an MOU to collaborate on advancing sustainability practices in adventure travel with The Adventure Travel Trade Association (ATTA) and a partnership with the African Travel and Trade Association (Atta). WWF has collaborations with private sector travel companies, including Natural Habitat Adventures (NatHab)/Wilderness Safaris, Intrepid Travel Group, and Ctrip/Trip.com (China's largest travel company).

Project Management Unit

This project execution will be firewalled from the WWF GEF Agency. The PMU will be housed within the Conservation Program which reports to the Chief Conservation Officer. As the WWF GEF Agency reports to the Chief Operations Officer, the executing/implementing firewall will be respected.

WWF-US will appoint a Project Manager (PM) to provide the strategic oversight and guidance to project implementation. Reporting up to the Chief Conservation Officer, the PM will be responsible for: (i) preparing the overall project work plan; (ii) preparing annual budgets and work plans; (iii) managing project expenditure in line with these annual budgets and work-plans; (iv) recruiting and contracting partner institutions and specialist support services to implement outputs and activities; (v) ensuring technical quality of products, outputs and deliverables; (vi) producing quarterly expenditure and cash advance requests from project partners; (vii) reporting to the Project Steering Committee (PSC) and the WWF GEF Agency on project delivery and impact via six-month and yearly Project Progress Reports; and (viii) liaising and working closely with all partner institutions to link the project with complementary national, regional and local programs and initiatives.

WWF-US will appoint a Program Administrator (PA) to manage and facilitate administration and financial monitoring of projects including annual budgets, funding distribution, financial analysis, grants management, financial reporting and monitoring compliance with donor regulations. The Program Administrator will coordinate directly with all partners on financial matters.

WWF-US will appoint a Program Officer (PO) responsible for delivering the M&E component of the project, including collecting monitoring data to report on project performance indicators, preparing project progress reports, monitoring and reporting on the implementation of the project's Gender Action Plan, Stakeholder Engagement Plan and conformance to the project's Environmental and Social Safeguards, and preparing quarterly and annual financial progress reports.

Platform Host Institution

The WWF Africa Regional Africa Office (based in Nairobi) will serve as the Platform host institution, harnessing its extensive network, knowledge, contacts and influence to leverage many of the other complementary initiatives throughout eastern and southern Africa and to effectively implement the required coordination, convening, communication, match-making and support functions. The platform host will report to the PMU as well as the PSC. The platform host will hire a full-time project coordinator to oversee all platform host functions. Key functions are outlined under component 2.

Data Clearing House/Digital Platform

Regional Centre for Mapping of Resources for Development (RCMRD) (based in Nairobi) is a premier Centre of Excellence in the provision of geo-information and allied technologies for Sustainable Development in its 20 Member States and other stakeholders in the region. RCMRD will host the data and serve as the technical lead for the Platform. They will be contracted by the PMU, and report to the PMU as well as the platform host. Key functions for RCMRD are outlined under output 1.1.3.

Connecting Communities: Data Collection, Proposal Development

The national CBNRM network partners, and others still being consulted, are actively engaged in a variety of responses to the COVID-19 pandemic on behalf of the constituencies they represent or support. Rapid needs assessments have already been conducted in a number of countries and communities, which the Platform will be able to draw on. These organizations provide the Platform with partners that have deep and meaningful reach into those communities who have been most involved in the stewardship of wildlife on their own lands and whose communities are now most negatively impacted by the precipitous loss of nature-based tourism since the first quarter of 2020. The CBNRM networks will coordinate inclusive data collection (sex-disaggregated) and proposal development with communities, making particular efforts to communicate opportunities to marginalized groups and enable gender-equitable access to support. The networks will be contracted by the PMU, and report to the PMU as well as the platform host.

NGO partners, Maliasili, Resource Africa and CORDIO, will provide support to the in-country CBNRM networks to facilitate data collection and proposal development on an as needed basis. Where strong national networks exist, they may work with them and provide consistency at the regional level, and where these do not exist, they may be able to reach down to the community level on a case-by-case basis. TNC will assist with outreach and proposal development for SMEs. These NGO's will be contracted by the PMU, and report to the PMU as well as the platform host.

Knowledge Management

Maliasili and IIED will assist with various knowledge management functions of the platform. These NGO's will be contracted by the PMU, and report to the PMU and the Platform Host.

Project Steering Committee

A Project Steering Committee (PSC) will be constituted to serve as the project oversight, advisory and support body for the project. The final composition of the PSC will be determined at the Project Inception Workshop,

but will aim for gender parity, include representatives of the different project partnering agencies, and will largely be comprised of the African-based partners and the GEF Secretariat. Likely partners include WWF US, WWF Regional Office for Africa, LHI, RCMRD, and a regional institution representing communities. The PSC will ensure that the project remains on course to deliver the desired outcomes of the required quality. The PSC provides overall guidance and policy direction to the implementation of the project and provides advice on appropriate strategies for project sustainability. The PSC will play a critical role in project monitoring and evaluation by quality assuring the project processes and products. It also advises on any conflicts within the project or on any problems with external bodies.

GEF Agency Oversight

WWF-US, through its WWF GEF Agency will: (i) provide consistent and regular project oversight to ensure the achievement of project objectives; (ii) liaise between the project and the GEF Secretariat; (iii) ensure that both GEF and WWF policy requirements and standards are applied and met (i.e. reporting obligations, technical, fiduciary, M&E); (iv) approve budget revisions, certify fund availability and transfer funds; (v) organize the final evaluation and review project audits; and (vi) certify project operational and financial completion.

2.4 Stakeholder Engagement

a) Stakeholder engagement activities (Preparation phase)

Stakeholder engagement during the project preparation period followed a Stakeholder Engagement Plan (SEP) that was developed per GEF and WWF guidelines (see Annex B). This plan included the stakeholder consultation plan for project design, a summary of the consultation outcomes, and a description of the stakeholder engagement process for the implementation period.

The initial rounds of consultations between late April and May 2020, during PIF development, enabled stakeholders to share their experiences and emerging impacts of the pandemic on the tourism industry, communities and conservation. The consultations shaped the design of this GEF project. Stakeholders agreed that there is an urgent need to connect public health, livelihoods and conservation, and that the platform should be a “safe” convening space where stakeholders can openly share their opinions. Stakeholder feedback from a large virtual consultation helped to focus the three pillars of the GEF project: 1) A data clearinghouse to facilitate access to key information on impacts of COVID-19 on nature-based tourism sector; 2) Facilitating links between funding institutions and communities/SMEs in the nature-based tourism sector (facilitated by an online platform), and 3) Monitoring, evaluation and knowledge management.

The second round of virtual consultations with stakeholders took place between May and October 2020, during the GEF project preparation phase. Over 200 individual and institutional stakeholders were consulted and feedback was collected on the project design, potential collaboration or alignment. Among the stakeholders consulted were national CBNRM networks in 8 of the 11 countries, UN Agencies (e.g. UNEP, UNDP, World Bank, IFC), international conservation organizations (e.g. African Wildlife Foundation [AWF], FFI, TNC, Maliasili, Resource Africa), research institutions (e.g. African Leadership University, IIED), capital investors (e.g. ThirdWay Africa, Okavango Capital Partners, Conservation Capital) tourism businesses (e.g. Wilderness Holdings, Royal African Safaris), among others. From this diverse group, a smaller cluster of contributors, implementers and donors emerged. From late July onwards, multiple follow-up consultations were organised with this smaller group that has committed their time and resources to the project. The

group provided detailed baseline information, helped with the design of the project strategy, the governance arrangements and the design of the proposed activities.

Consultation with the project's main intended beneficiaries, communities and SMEs that are in the nature-based tourism sector, was extremely difficult due to the extent of the project area and travel/meeting restrictions due to COVID-19. However, the perspective and interests of communities were represented to the best extent possible through our extensive consultations with the national CBNRM networks in most of the countries, and through others who work closely with communities (e.g. government ministries and NGOs such as WWF, Resource Africa, CORDIO, and Maliasili). The perspectives and interests of SMEs were represented through consultation with CBNRM networks, a number of tourism companies, and through others who work closely with SMEs (e.g. IUCN WCPA Tourism and Protected Areas Specialist Group, capital investors and NGOs such as TNC and AWF).

The stakeholder consultation activities fell into three categories:

- (i) Online meetings with individual stakeholders at all levels to discuss specific issues, obtain baseline data, review indicator targets, and comments on proposed project activities.
- (ii) Online meetings with staff from related projects and initiatives to obtain baseline information on their status of implementation, timing, budget, potential for inclusion as project co-financing, specific areas of collaboration (related to project outputs), and mechanisms for collaboration.
- (iii) The gender assessment, which builds on consultations on the challenges and needs for gender mainstreaming in southern and eastern Africa undertaken in 2019 with stakeholders in each of the target countries.

Table 2. Stakeholder Engagement during preparation phase

Category of stakeholder	Name of stakeholder	Potential Role in the project	Means of Consultation
Representatives of communities and SMES	Women and men in communities, represented by national CBNRM networks (NACSO – Namibia; KWCA – Kenya; R-GCRN – Mozambique; CAMPFIRE – Zimbabwe; KAWICCODA – Malawi; NCONGO – Botswana; ZCBNRM – Zambia; TNRF – Tanzania)	Representatives of project beneficiaries. Have a strong interest in supporting livelihoods sustained through nature-based tourism.	Consultations via direct outreach to national CBNRM networks, on behalf of communities
	SMEs, represented by NGOs, IUCN WCPA Tourism and Protected Areas Specialist Group; and tourism enterprises (Ride Botswana, Royal African Safaris, Wilderness Safaris)	Representatives of project beneficiaries. Have a strong interest in business continuity as they provide vital services in the nature-based tourism sector either through communities or in collaboration with them	Consultation via direct outreach to individual companies, NGOs, as well as the IUCN WCPA Tourism and Protected Areas Specialist Group

Category of stakeholder	Name of stakeholder	Potential Role in the project	Means of Consultation
Supporters (donors, investors, NGOs, Government agencies)	South Africa Department of Environment, Forestry and Fisheries; SANParks; Chemonics; KAZA TFCA; German Federal Ministry for Economic Cooperation and Development (BMZ); European Union; FCDO; UNDP; UNEP; Jamma International; MAVA Foundation; TNC/ NatureVest; International Finance Corporation; Conservation International; World Bank; Fauna and Flora International; Frankfurt Zoological Society; Africa Safari Foundation; Resilient Waters; IUCN Save Our Species; Conservation Capital; SystemIQ; Okavango Capital Partners; Peace Parks; African Ministerial Conference on the Environment (AMCEN); Southern African Development Community (SADC), East African Community (EAC); African Wildlife Foundation; Peace Parks Foundation; WWF International/Luc Hoffmann Institute; WWF South Africa; WWF Regional Office of Africa; WWF Namibia; WWF US	Fulfilling a number of roles including feedback on proposed governance and strategy, synergising and streamlining efforts to reach and support beneficiaries (technical, financial, data access etc.), leveraging existing funding/co-finance	Virtual consultations
Project Partners	National CBNRM networks, WWF ROA, Regional Centre for Mapping Resources for Development (RCMRD); IUCN WCPA Tourism and Protected Areas Specialist Group; Maliasili; Coastal Oceans Research and Development in the Indian Ocean (CORDIO); Resource Africa; International Institute for Environment and Development (IIED); and Vizzuality	Fulfilling a set of roles that is key to project implementation including data collection and analysis, platform development, data hosting, facilitating outreach to communities and SMEs, platform management, etc.	Frequent consultations on specific areas of collaboration
Other	Other organizations that have participated in consultations, including: African Leadership University; University of Florida; University of Oxford; Blue Ventures	Feedback on proposed strategy	Occasional consultations to keep them informed and request input on specific project activities
Gender	Government, non-government and	Provided input on gender	Virtual consultations and

Category of stakeholder	Name of stakeholder	Potential Role in the project	Means of Consultation
	academic institutions in the target countries, UN Women Office Eastern and Southern Africa Regional Office, International Federation of Red Cross and Red Crescent Societies (IFRC), SADC Gender Unit, Economic Community of Central African States (ECCAS) Gender Unit, Intergovernmental Authority on Development Gender Unit (IGAD), Kadale Consultants, Lilongwe Wildlife Trust, Wild Eye Destinations and Photographic, Nambiti Private Game Reserve (South Africa), African Parks and Universidade Eduardo Mondlane in Mozambique.	assessment and action plan	webinars

b) Stakeholder engagement (Implementation phase)

The project seeks to ensure appropriate and consistent involvement of an inclusive range of diverse stakeholders, including women and men in target communities, in every stage of project implementation. The PMU will ensure that the views and inputs of stakeholders will be taken into consideration as early as possible and throughout project implementation.

The consultation processes will be continued throughout the project as required by the nature of the collaborative platform, ensuring steady growing interest of beneficiaries and donors and maintaining inclusive and diverse representation, including among women and men in target communities. The PMU and project partners will ensure that the information disclosed, the format, language and the methods used to communicate the information will be tailored to each stakeholder group (Table 3). Women and men in local communities and indigenous groups are intended to receive information about the project via appropriate channels chosen to reflect preferences (for example gender differences in access to technology and language), such as the internet, public notices, SMS, social media, as well as national guidelines and traditional mechanisms for consultations, and in person (or virtual in person) through the CBNRM networks.

As noted in the SEP and GAP, there will be activities to socialize the project among potential beneficiaries and donors and collect sex-disaggregated data on experienced losses among women and men in order to assess potential scale of support required and ensure its distribution is gender-equitable.

The stakeholder engagement plan is aligned with the gender analysis and GAP to ensure that views of women and other relevant groups are appropriately considered (see section 2.5: Gender, and Annex B: Stakeholder Engagement Plan).

Due to the ongoing uncertainties from the COVID-19 pandemic, contingency arrangements for all data collection in communities within the focal countries have also been made, including use of remote means for data collection (see detailed information in Annex B: Stakeholder Engagement Plan).

Table 3. Stakeholders, methods of engagement and proposed activities for implementation

Stakeholders		Engagement Methods	Activities
Beneficiaries	Women and men in communities	Primary engagement will be through the national CBNRM networks for communities, and SME networks for SMEs. CBNRM networks will collect data from communities (in person where conditions allow) and assist with proposal development, assisted by regional NGOs.	Data collection (sex-disaggregated where possible), proposal development, capacity building
	Nature- based tourism SMEs	SMEs will be invited to register on the platform through various networks, including in-country tourism associations and the IUCN WCPA Tourism and Protected Areas Specialist Group Additional methods: Workshop, virtual or/and face-to-face meetings, local radio, newspapers, SMS and social media	Data collection and proposal development
Supporters	Donors (Governments, bilateral & multilateral agencies)	Emails, virtual and in person (where possible) meetings, the platform	Sharing data and proposals from communities and SMEs, facilitating matchmaking
	Investors		Sharing data and proposals from communities and SMEs, facilitating matchmaking
	NGOs (International and national)	Emails, virtual and in person (where possible) meetings, the platform	Sharing data and proposals from communities and SMEs, keeping engaged in platform activities

Stakeholders		Engagement Methods	Activities
	State Protected Area Authorities	Emails, virtual and in person (where possible) meetings, the platform	Sharing data and proposals from communities and SMEs, keeping engaged in platform activities

2.5 Gender

Gender context in the target countries

Eastern and southern Africa are characterised by varying situations of inequality. Like the majority of the world, patriarchy predominates and thus the inequality results from differential levels of access to natural resources, decision-making and socio-economic benefits and services, with women typically disadvantaged to varying degrees relative to men. In global indices of gender equality, such as the UNDP Gender Equality Index, World Economic Forum Gender Gap Report and the OECD Social Institutions and Gender Index, the target countries that score highest are South Africa and Rwanda. However, although their levels of gender discrimination may be lower they are a long way from achieving full gender equality. Other countries, such as Malawi, Kenya and Tanzania typically score much lower.

The gender inequality is manifested to varying degrees in all countries through unequal access to and control of natural resources, unbalanced participation and decision-making in environmental planning and governance at all levels, and uneven access to socio-economic benefits and services (for more detail, see the Gender Analysis in Annex K). All the target countries now have gender policies in place to address these issues and promote equality of opportunity.

Project-specific gender information and considerations

The tourism industry is strongly gendered. In Africa the tourism industry comprises 69% female employment, using the accommodation and food services sector as a proxy for the 37 countries from the region that were included in the Global Report on Women in Tourism. Overall women are still more represented in service and clerical level jobs, and less in professional level ones, with only 29% of senior management positions in private transportation, logistics and the tourism section in Africa held by women⁴⁴. The Global Report on Women in Tourism 2010 found that a large amount of unpaid work is being carried out by women in family tourism businesses, and that women make up a much higher proportion of own-account workers in tourism than in other sectors⁴⁵.

Given the situation of gender inequality outline, it is not surprising that the implications of the COVID-19 pandemic are strongly gendered and are being felt differently by women and men. Women are overrepresented in low-paid work and in the informal sector, including in tourism. The informal sector is both hardest hit by economic slowdown and has limited social protection in terms of access to social assistance (although some of the target countries have made notable commitments for cash payments to impoverished groups, such as Malawi and South Africa). Mobility restrictions and restrictions on travel have severely

⁴⁴ UN World Tourism Organisation. *Global Report on Women in Tourism. Second edition* (2019)

⁴⁵ UN World Tourism Organisation and UN Women. *Global Report on Women in Tourism 2010* (2011)

reduced the potential for international tourism and led to economic hardship. Social implications of the pandemic in terms of increased care work burden and risk of gender-based violence is also higher for women.

The project will be gender-responsive in aiming to facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and women and men in beneficiary communities in southern and eastern Africa. Whilst the existing structure of SMEs is determined, and thus the data clearinghouse function is relatively gender-neutral, there is particular scope for the community-facing efforts to be made to be gender-sensitive in methods of communication at community level, and to provide particular support to women and marginalised groups to enable their effective access to support measures; and to ensure that knowledge management contributes evidence that raises awareness of gender differences.

Project-specific strategies and opportunities for gender mainstreaming and desired impact

To ensure that the project is gender-responsive, particular strategies and actions will be employed as follows.

1. Provide gender training to project staff so that they are sensitised to gender differences and the need to be gender-sensitive in ensuring access to information on COVID-19 response funding is equitably available to women and men. This will address the identified challenge of poor understanding of gender.
2. Collect sex-disaggregated data to ensure visibility of gender differences and effectively monitor the gender-responsive nature of the intervention. This will address the identified challenge of lack of sex-disaggregated data.
3. Use findings of the gender assessment to actively prioritise funding opportunities to women, who otherwise might remain marginalised due to gender roles that leave them less connected and aware of opportunities.
4. Aim for gender parity in project decision-making fora.
5. Set sex-disaggregated targets for beneficiaries to enable adaptive management of activities to effectively target under-represented groups (e.g. monitoring profiles of those accessing the platform; following up to monitor applications submitted at community level where awareness has been raised among women and men etc.). This will address the identified challenge of lack of sex-disaggregated data and weak accountability mechanisms.
6. Ensure the gendered nature of COVID-19 impacts on nature-based tourism are made available, including to government staff to support implementation of gender policies. This will address the identified challenge of poor policy implementation.

Monitoring and evaluation of gender-responsive activities

The requirements of the WWF Gender Policy and the GEF Policy on Gender Equality are applied from project design, implementation, monitoring and evaluation, and reporting. As such, gender has been mainstreamed into the results framework with outcome-level indicators sex-disaggregated where appropriate. The GAP (Annex L) shows how outputs will be made gender-responsive and provides indicators and targets accordingly. Because the approach has been to mainstream gender into all activities, in many cases additional budget is not required. An exception is the training required for staff to be able to conduct activities in a gender-sensitive manner and ensure equal opportunities for participation and benefits by women – an activity which underlines entire project implementation.

All activities will be overseen by the PMU. Reflecting the integral nature of the GAP with project implementation, the Project Manager will take responsibility for oversight, supported by the M&E program

officer who will lead on data collection, analysis and adaptive management. Progress with the GAP will be reported to the Project Steering Committee and WWF GEF Agency as part of the Project Progress Reports. Additional budget has been allocated to ramp up and support efforts to effectively target women (under output 2.1.2) should annual monitoring (identified under 3.1.2) show that planned attempts are not proving to be sufficient.

2.6 Safeguards

The project will comply with WWF's Environmental and Social Safeguards Framework (ESSF) as outlined in the [Environmental and Social Safeguards Integrated Policies and Procedures](#).

A safeguards screening has classified the project as [category "C"](#), low risk, since it is a technical assistance project, and field surveys are the only on-the-ground activities.

There are no negative environmental or social impacts anticipated from the project's low-risk activities, and thus WWF's environment and social safeguards policies are not triggered. Long-term positive impacts are expected since the work is designed to develop a data clearinghouse to facilitate linkages between beneficiary rural communities and nature-based tourism enterprises with donor and other funding available as a response to the COVID19 crisis and to better understand the impacts of the pandemic on the NBT sector. The project will also contribute to policy reform by carrying out an analysis of the dependencies between NBT and conservation to develop a case for, and engage with donors, financial institutions and policy-makers on including investments in NBT and conservation as part of economic relief and stimulus packages.

2.7 Monitoring & Evaluation

The Project results will be monitored through the Results Framework (see Annex M). The Results Framework includes 1-2 indicators per Outcome. The baseline has been completed and feasible targets have been set annually where relevant. A methodology for measuring indicator targets is provided. Indicator targets are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART), and disaggregated by sex where applicable. Component three of the Results Framework is dedicated to M&E, knowledge sharing and management.

Relevant Core indicators have been included to provide a portfolio level understanding of progress towards the GEF Global Environmental Benefits (GEBs).

The M&E Officer will be responsible for gathering M&E data for the annual results framework tracking and providing suggestions to the PMU Project Manager to improve the results, efficiency and management of the project.

Table 4. Summary of project reports

M&E/ Reporting Document	How the document will be used	Timeframe	Responsible
Inception Report	<ul style="list-style-type: none"> Summarize decisions made during inception workshop, including changes to project design, budget, Results Framework, etc. 	Within three months of inception workshop	PMU Project Manager and M&E Program Officer

M&E/ Reporting Document	How the document will be used	Timeframe	Responsible
Quarterly Field Report	<ul style="list-style-type: none"> Inform PMU PM on progress, challenges and needs of activities in field. 	Every three months	Platform Host
Quarterly Financial Reports	<ul style="list-style-type: none"> Assess financial progress and management. 	Every three months	PMU Program Administrator
WWF Project Progress Report (PPR) with the RF and workplan tracking for the yearly PPR	<ul style="list-style-type: none"> Inform management decisions and drafting of annual workplan and budget Share lessons internally and externally Report to the PSC and GEF Agency on the project progress. 	Every six months	PMU Project Manager and M&E Program Officer
Project Closeout Report	<ul style="list-style-type: none"> Based on the format of the PPR 	Project technical close	PMU Project Manager and M&E Program Officer
Terminal Evaluation Report	<ul style="list-style-type: none"> External summative evaluation of the overall project Recommendations for GEF and those designing related projects. 	Before project completion	External expert or organization

The independent terminal evaluation has been budgeted in the project and will adhere to WWF and GEF guidelines and policies. The Terminal Evaluation will be completed before the official close of the project. The evaluation provides an opportunity for sharing of lessons and best practices for this and future projects.

An annual (virtual) reflection workshop has been budgeted for the PMU and all project partners to review project progress and challenges to date, taking into account results framework tracking, work plan tracking, stakeholder feedback and quarterly field reports to review project strategies, risks and the theory of change (ToC). The results of this workshop will inform project decision making (i.e., refining the Theory of Change, informing project progress reports and annual workplans and budgets).

2.8 Budget

GEF Project Budget Overview

The total GEF project funding is \$1,903,000, and the total project co-financing is \$5,269,281 over a period of 3 years. Given the emergency focus of this project on securing funding for COVID-19 relief and recovery, it is anticipated that spending will be prioritized at the start of the project, rather than spread equally over 3

years. A summary budget (by outcome and output) appears in Table 5 below, and a detailed Indicative project budget appears in Annex N.

Given the geographic scope (11 countries) and duration (3 years) of the project, there is a risk that the available funding will be insufficient to do this project at the intended scale. However, to mitigate this, funding has been prioritized for the most essential components of the project, namely outreach to communities across the 11 countries. Collectively, the national CBNRM networks which will facilitate this outreach, are the largest sub-grantee in the project. Additionally, the project management unit and platform host are providing significant in-kind contributions to support the project, including overhead costs for both organizations.

Table 5. Budget summary by outcome and output

BUDGET SUMMARY by Outcome and Output	
CATEGORY	PROJECT TOTAL
Component 1. Data clearinghouse	\$560,000.00
TOTAL OUTCOME 1.1 An online data clearing house facilitates access to key information on the social, environmental and economic impacts of COVID-19	\$560,000.00
1.1.1 Rapid assessments and critical analyses of the direct and indirect impacts of COVID-19 on nature-based tourism are conducted	\$253,400.00
1.1.2 COVID-19 emergency relief and stimulus opportunities available to help address impacts on nature-based tourism are profiled	\$43,300.00
1.1.3 An online COVID-19 data clearinghouse (architecture; hardware; software development; data management; data analysis; hosting; online technical support) is designed, developed, populated, hosted and maintained	\$263,300.00
Component 2 Facilitating links between funders, and communities and the nature-based tourism sector	\$980,000.00
TOTAL OUTCOME 2.1 Improved communications, cooperation and collaboration between funding institutions/ donors/potential donors and nature-based tourism businesses and beneficiary communities	\$834,400.00
Output 2.1.1 Regular (virtual, and in-person) communications with, and discussions between, COVID-19 financial support organizations and the nature-based tourism sector are organized, hosted and maintained	\$158,800.00
Output 2.1.2 Specialist support to help match COVID-19 funding opportunities to affected tourism enterprises and marginalized rural communities is provided	\$627,800.00
Output 2.1.3 New funding sources to further assist nature-based tourism businesses and associated communities address the impacts of COVID 19 are identified and developed	\$47,800.00

TOTAL OUTCOME 2.2 Improved integration of tourism and wildlife sustainable future pathways in investment decisions by Governments and Finance Institutions	\$145,600.00
Output 2.2.1 Analysis of nature-based tourism and conservation dependencies, and engagement with governments and key financing institutions to develop a convincing case for investments in nature-based tourism and conservation as part of economic relief and stimulus packages	\$145,600.00
Component 3. Monitoring and Evaluation knowledge management	\$190,000.00
Outcome 3.1 M&E plan implemented for adaptive management	\$107,000.00
Output 3.1.1 A project-based monitoring and evaluation system - incorporating gender mainstreaming and social safeguards	\$107,000.00
Outcome 3.2 Knowledge products are developed and shared with relevant stakeholders to contribute to knowledge management	\$83,000.00
Output 3.2.1 Project lessons and COVID-19 analysis KM products, including policy briefs, peer-reviewed and other publications, webinars, dialogues or roundtables sharing the findings	\$83,000.00
COMPONENT 4 Project Management Costs	\$173,000.00
TOTAL PROJECT COSTS	\$1,903,000.00

Project Budget Notes

Staffing

Staff salaries are based on WWF approved salary schedules and reflect the number of days or person-months needed for delivery of the project. The daily rate is calculated at the annual salary divided by 260 days; however, the number of working days for a whole year is calculated at 226 days. A person-month is calculated at the daily rate times 226 days divided by 12. The remaining 34 days are shown in Benefits as Compensated Absences. Personnel costs increase 3% annually in order to give merit and cost-of-living adjustments, in accordance with WWF's salaries policy.

Table 6. PMU staff salaries and roles

Position Title	EA or Project Partner Name	Summary of responsibilities	Average Annual % time	Average annual Budget	Total Project Budget
Project Management Costs (PMC)					
Project Manager (PM)	Nikhil Advani	Provides the strategic oversight and guidance to project implementation. Responsible for preparing project work plan and budgets, managing project expenditure, recruiting partners, ensuring technical quality of deliverables, producing quarterly expenditure and cash advance requests from project partners, reporting to the Project Steering Committee and the WWF GEF Agency, and liaising and working closely with all partner institutions to link the project with complementary national, regional and local programs and initiatives.	33%	\$51,597	\$154,792
Program Administrator (PA)	Vanessa Prada	Manages and facilitates administration and financial monitoring of projects including annual budgets, funding distribution, financial analysis, grants management, financial reporting and monitoring compliance with donor regulations. Coordinates directly with all partners on financial matters.	5%	\$6,069	\$18,208
TOTAL PROJECT MANAGEMENT COSTS (PMC)					\$173,000
COMPONENT 3					
M&E Program Officer (PO)	Rebecca Snyder	Responsible for delivering the M&E component of the project, including collecting monitoring data to report on project performance indicators, preparing project progress reports, monitoring and reporting on the implementation of the project's Gender Action Plan, Stakeholder	20%	\$18,000	\$54,000

Position Title	EA or Project Partner Name	Summary of responsibilities	Average Annual % time	Average annual Budget	Total Project Budget
		Engagement Plan and conformance to the project's Environmental and Social Safeguards.			
TOTAL COMPONENT 3					\$54,000

Table 7. Third Party Fees and Expenses

Consultant Expertise	EA or Project Partner Name	Summary of responsibilities	Project Year/s	Average annual Budget	Total Project Budget
Project Management Costs (PMC)					
TOTAL PROJECT MANAGEMENT COSTS (PMC)					\$0
Component 1					
International Consultant	Vizzuality	Technology partner conducting metadata research and analysis, and online platform development	1 & 2	\$20,000	\$40,000
TOTAL COMPONENT 1					\$40,000
Component 2					
International Consultant	TBD	Consultant to conduct outreach to donors and identify potential financing options	1 & 2	\$30,000	\$60,000
International Consultant	TBD	Consultant to assist with proposal preparation, particularly to assist communities and CBNRM networks	1 & 2	\$30,000	\$60,000
TOTAL COMPONENT 2					\$120,000
COMPONENT 3: Monitoring & Evaluation					
International Consultant	TBD	External consultant to conduct End of Term project evaluation, part of the M&E strategy	3	\$20,000	\$20,000
TOTAL COMPONENT 3					\$20,000

Table 8. Grants and Agreements

Partner Name	Description of partners work to achieve outcomes of the agreement	Total sub-recipient Budget
WWF-Regional Office of Africa (WWF-ROA)	(i) Provide and maintain staff to manage the Platform and its activities, working in close tandem with the Project Management Unit. (ii) Facilitate, catalyze and help to streamline opportunities and dialogue between willing funding agencies, philanthropic donors and investors. (iii) Coordinate with in-country facilitators (primarily CBNRM networks) to gather data and funding proposals from communities. (iv) Manage communications, including working with partners to build case studies/information briefs/publications, host webinars, policy dialogues and roundtables to share the findings and lessons learned.	\$360,000
The Regional Centre for Mapping of Resources for Development (RCMRD)	Design, develop, populate, host and maintain the open-access online platform that connects beneficiaries with funders, along with the latest datasets, analytics, and other resources.	\$225,000
Maliasili	Facilitate a lessons lab to document different models and solutions to the crisis and assist with knowledge management.	\$50,000
Resource Africa	Assist CBNRM networks with data collection and proposal development in southern Africa	\$75,000
Ngamiland Council of Non-Governmental Organizations (NCONGO), Botswana	Facilitate connections between the platform and communities in Botswana, particularly data collection and proposal development.	\$50,000
Kenya Wildlife Conservancies Association (KWCA)	Facilitate connections between the platform and communities in Kenya, particularly data collection and proposal development.	\$50,000

Partner Name	Description of partners work to achieve outcomes of the agreement	Total sub-recipient Budget
Kasungu Wildlife Conservation for Community Development Association (KAWICCODA), Malawi	Facilitate connections between the platform and communities in Malawi, particularly data collection and proposal development.	\$50,000
The Mozambique Community Based Natural Resources Management Network (R-GCRN)	Facilitate connections between the platform and communities in Mozambique, particularly data collection and proposal development.	\$50,000
The Namibian Association of CBNRM Support Organizations (NACSO)	Facilitate connections between the platform and communities in Namibia, particularly data collection and proposal development.	\$50,000
Rwanda: TBC	Facilitate connections between the platform and communities in Rwanda, particularly data collection and proposal development.	\$50,000
South Africa: TBC	Facilitate connections between the platform and communities in South Africa, particularly data collection and proposal development.	\$50,000
Tanzania: TBC	Facilitate connections between the platform and communities in Tanzania, particularly data collection and proposal development.	\$50,000
Uganda: TBC	Facilitate connections between the platform and communities in Uganda, particularly data collection and proposal development.	\$50,000
Zambia Community-Based Natural Resource Management Forum (ZCBNRMF)	Facilitate connections between the platform and communities in Zambia, particularly data collection and proposal development.	\$50,000
Communal Areas Management Programme for Indigenous Resources (CAMPFIRE Association) - Zimbabwe	Facilitate connections between the platform and communities in Zimbabwe, particularly data collection and proposal development.	\$50,000

Partner Name	Description of partners work to achieve outcomes of the agreement	Total sub-recipient Budget
Coastal Ocean Research and Development - Indian Ocean (CORDIO)	Assist CBNRM networks with data collection and proposal development along western Indian ocean coast	\$25,000
The Nature Conservancy (TNC)	Assist with outreach and proposal development for SMEs, and identifying relevant emergency relief and stimulus interventions	\$50,000
Policy Outreach - TBD	Assist with policy outreach objectives of the platform, including engaging with governments and financial institutions	\$50,000
International Institute for Environment and Development (IIED)	Assist with knowledge management and dissemination	\$25,000
Total Sub Grants		\$1,410,000

Table 9. WWF-ROA Summary Budget

Line item	Component 1	Component 2	Component 3	Total
Salaries and Benefits				\$340,000
Other Direct Costs				\$20,000
TOTAL WWF-ROA BUDGET				\$360,000

Travel, Workshops, and meeting

Table 10. Travel

EA or Project Partner Name	Describe who will be traveling.	Purpose of the travel	Total Project Costs
Component 2			
WWF-US	Project manager, platform coordinator, and other project partners as needed	When conditions allow, travel to meet with project partners. 2 tickets for USA-Kenya (\$2,600 each), 28 tickets for regional travel in Africa (\$1,100 each).	\$36,000
TOTAL COMPONENT 2			\$36,000

Table 11. Workshops and Meetings

EA or Project Partner Name	Describe who will be participating and the estimated number of participants.	Purpose of workshop (include number of workshops planned)	Total Project Costs
Component 2			
WWF	All project sub-grantees, including the PMU, platform host, data clearinghouse, CBNRM networks, and NGOs. 25 estimated participants.	It is envisaged that we will host 2 annual workshops for the project, with all key project partners attending. The workshops will be held in person when possible, and in the interim will be held as a series of virtual workshops.	\$50,000
TOTAL COMPONENT 2			\$50,000

Project Management Costs (PMC)

Table 12. PMC Summary Budget

<i>Line item</i>	Total
Salaries and Benefits	<i>\$173,000</i>
TOTAL PMC	<i>\$173,000</i>
TOTAL COMPONENT BUDGET	<i>\$1,730,000</i>
% PMC OF TOTAL COMPONENT BUDGET	<i>10%</i>

Monitoring and Evaluation / Knowledge Management

Table 13. M&E / Knowledge Management Summary Budget

<i>Line item</i>	Total
Salaries and Benefits	<i>\$54,000</i>
Consultants	<i>\$20,000</i>
Grants and Agreements	<i>\$116,000</i>
TOTAL M&E	<i>\$190,000</i>
TOTAL PROJECT BUDGET	<i>\$1,903,000</i>
% M&E OF TOTAL PROJECT BUDGET	<i>10%</i>

Safeguards

As this is a category C project, there is no associated standalone budget for safeguards and mitigation plans. Stakeholder engagement activities are mainstreamed within the project activities.

SECTION 3: GEF ALIGNMENT AND JUSTIFICATION

3.1 Incremental Cost Reasoning and Global Environmental Benefits

COVID-19 has effectively shut down the nature-based tourism sector in southern and eastern Africa. This puts at risk the wildlife conservation gains achieved through incentives and financing provided by nature-based tourism to conservation and livelihoods over the past decades, as communities have to find other ways to support their livelihoods. A range of foundations, corporate donors, bilateral donors, multilateral donors, national governments, NGOs and large tourism operators are mobilising and disbursing funding for (i) relief to households in need, (ii) economic stimulus, and (iii) direct support to the communities and conservation areas impacted by the loss of income from tourism enterprises. However, COVID-19 funding assistance is not fully coordinated among the donors, is not always aligned with needs on the ground (or suffers from lack of information from the ground) and tends to be accessed by larger enterprises and better coordinated conservation areas, not the poorly connected and/or weakly resourced communities, tourism operators and conservation areas. GEF financing will assist to overcome these barriers and drive towards more equitable provision of technical and funding assistance, by rapidly assessing and identifying communities and enterprises in need, profiling available finance and support, creating an online data clearinghouse to connect finance and communities/SMEs, with associated human support to connect in remote or non-connected communities, 'matchmaking' to connect needs and finance, and soliciting new funding for the recovery efforts for nature-based tourism and dependent communities. The project will also support an evaluation of the dependency between tourism and nature conservation and assess sustainable pathways forward that are more resilient to crisis events. The baseline of donor support and the network of community based conservation and tourism initiatives, coupled with the additional GEF support will secure or leverage resources to support: (i) sustaining the nature-based tourism industry in southern and eastern Africa severely impacted by the loss of income from tourism; (ii) limiting the changes in land use, and unsustainable levels of natural resource use, in conservation areas in southern and eastern Africa; and (iii) maintaining basic living standards (health, services and income) of more than 5,000 households (representing at least 20,000 direct beneficiaries⁴⁶, of whom at least 10,000 of which are female) impacted by the loss of tourism income living in and around protected and other conservation areas in the region. As such, the project will deliver global environmental benefits through contribution to land conservation, protected area conservation, and wildlife protection across southern and eastern Africa.

⁴⁶ Justification for core indicator 11 on direct beneficiaries (20,000 by project end) is based on an estimate of the number of people in local communities and small and medium tourism enterprises (not the number of communities/enterprises themselves) that will be linked to funding opportunities by the platform. These numbers were estimated based on consultations with the CBNRM networks/NGO partners, the size of their in-country networks, an estimate of key conservation target areas within each country, and feasibility of engaging beneficiaries given the geographic scope of the project and funding available.

Table 14. Summary of incremental cost reasoning

Summary of baseline scenario	Summary of GEF scenario	Increment
<ul style="list-style-type: none"> – The shutting of borders, grounding of flights and restriction of movement to contain the spread of the COVID-19 virus has led to the collapse of the nature-based tourism sector in southern and eastern Africa. – This collapse has resulted in significant revenue losses to, and increasing levels of unemployment in, nature-based tourism businesses. – These nature-based tourism businesses ordinarily also create financial incentives to communities to conserve wildlife and their natural habitats, and further generate revenue streams to help cross-subsidise the costs of managing conservation areas. The loss of these financial incentives and revenue streams as a result of the COVID-19 pandemic are in turn leading to further job losses and a reduction in household incomes. – As household incomes suffer, communities increasingly resort to unsustainable levels of natural resource use, and conversion of conservation areas to more productive land uses. 	<ul style="list-style-type: none"> – An assessment of the impacts of COVID-19 on nature-based tourism enterprises and local communities helps better define the relief and stimulus needs of each group. – A profiling of the available COVID-19 emergency relief and stimulus packages helps identify prospective financial support to help address the needs in each group, and quantifies the quantum of the gap between what is available and what is needed. – The establishment of a data clearinghouse facilitates access to key data, analyses, resources and tools required to support COVID-19 emergency relief and stimulus responses in the nature-based tourism-community nexus. – The maintenance of ongoing communications and collaborative discussions with the nature-based tourism partners and funding partners fosters creative and innovative approaches that help improve the speed and efficiencies in directing 	<ul style="list-style-type: none"> – An online data clearinghouse facilitates access to: (i) key information on the impacts of COVID-19 on nature-based tourism enterprises and local communities (ii) profiles of COVID-19 emergency relief and stimulus packages; and (iii) additional data, analyses, resources and tools required to guide and support COVID-19 emergency relief and stimulus responses. – Ongoing communications and collaborations with nature-based tourism partners and funding partners leads to (i) improved speed and efficiencies of COVID-19 financial support; (ii) targeted distribution of COVID-19 financial support to communities and low capacity nature-based tourism partners most in need; and (iii) increased funding streams to augment existing COVID-19 financial support. – Development and dissemination of knowledge management products documenting the lessons learnt in mitigating the impacts of COVID-19 on the nature-based tourism sector, and alternative future funding

Summary of baseline scenario	Summary of GEF scenario	Increment
<ul style="list-style-type: none"> – Funding assistance from national governments, donors and financial institutions is already available to help businesses and communities to survive the impact of COVID-19. – These available funds respond to two main types of interventions: (i) direct assistance and relief to households in need (food, water, health services, etc.); and (ii) financial and monetary stimulus support to the economy. – A diverse range of foundations, corporate donors, bilateral donors, multilateral donors, NGOs and large tourism operators are also mobilising and disbursing additional financial and technical support to the communities and conservation areas impacted by the loss of income from tourism enterprises. – The current COVID-19 funding assistance, and the additional financial resources being mobilised, are however not being properly coordinated to realise optimal impact, and are not always well aligned with the real needs on the ground. – Poorly connected and/or weakly resourced 	<p>COVID-19 support to the distressed nature-based tourism sector partners.</p> <ul style="list-style-type: none"> – A facilitated matchmaking service helps connect nature-based tourism partners (tourism business and communities) and support the preparation of funding applications, business proposals and/or work plans. – New funding sources are identified and developed to help fill the funding gap between what is available and what is needed. – The current nature-based tourism and conservation dependency model is critically evaluated, and alternative models to improve economic resilience to future shocks are developed. – Knowledge outputs are iteratively developed, discussed and shared with nature-based tourism partners. 	<p>models for conservation and communities.</p>

Summary of baseline scenario	Summary of GEF scenario	Increment
<p>communities, tourism operators and conservation areas lack the capacity and information required to equitably access funding assistance and financial/technical support.</p> <ul style="list-style-type: none"> – The extent, scale and impact of the COVID-19 pandemic has further highlighted the weakness of the heavy dependency of communities and conservation areas on nature-based tourism income, in the face of large global scale shocks. 		

3.2 Alignment with GEF Focal Area and/or Impact Program Strategies

The proposed project is funded under the Biodiversity focal area and aims to *“facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa.”*

The project’s objective contributes to the GEF-7 Biodiversity Focal Area Strategy⁴⁷ goal to “maintain globally significant biodiversity in landscapes and seascapes”. More specifically, the proposed project is aligned to the biodiversity focal area objective 1-1: Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors.

Southern and eastern Africa, where the majority of nature-based tourism enterprises in the continent operate, is home to some of the world’s most iconic wildlife. These biodiversity-rich countries generate millions of dollars in direct revenue from tourists visiting protected areas which contribute to financing management of PAs and other conservation areas. The impact of the COVID-19 outbreak on tourism has resulted in a significant loss of funding for conservation efforts, with concomitant effects on communities, enterprises, conservation areas and wildlife itself. For those who live by and whose livelihoods come from the wildlife-based economy and NBT, there may be no alternative but to turn to unsustainable extraction of natural resources and even poaching in conservation areas where enforcement and patrolling operations are likely highly compromised as a result of reduced funding. By facilitating access to COVID-19 crisis funding for these rural communities, enterprises and conservation areas involved in the NBT sector, this project seeks to support short-term

⁴⁷ Global Environment Facility. *GEF-7 Biodiversity Strategy* (2018)

maintenance of livelihoods and conservation efforts (including maintenance of biodiversity) while the tourism sector recovers in the medium and long term.

Furthermore, this project will assess the direct and indirect impacts of the current COVID-19 pandemic on the NBT sector in the region to better understand needs of on-the-ground actors involved in this line of work. The project will also carry out an analysis of the dependencies between NBT and conservation for the purpose of developing a case for including investments in NBT and conservation as part of economic relief and stimulus packages. The project will engage with donors, financial institutions and policymakers and seek to implement COVID-19 market correction opportunities by mainstreaming biodiversity into the tourism sector – a major contributor to the global economy as made evident by the current pandemic. This will contribute to the creation of more resilient, sustainable solutions for tourism and nature in the event of future pandemics and help to ensure that the positive impacts of investments, conservation efforts and gains of recent decades are durable.

3.3 Socioeconomic Benefits

Beneficiaries of the project - nature-based tourism SMEs and local communities affected by the loss of tourism - will benefit from:

- increased access to information on funds available for relief, recovery and mitigation
- increased access and capacity to develop and pursue funding/investment opportunities
- increased access to, communication and collaboration with platform supporters and donors (via forums facilitated by the platform), leading to increased understanding of the need for relief funding and the benefits of stimulus/investment in communities and SMEs
- connections to potential funding opportunities to support stability in the short-term while tourism numbers remain low

Overall, by helping to more effectively channel COVID-19 emergency funds to those beneficiaries most in need, the project will contribute to provide immediate relief from the loss of tourism to SMEs and local communities, which will assist in the maintenance and management of conserved areas and reduce the need to turn to unsustainable practices to meet livelihood needs and avoid a collapse of the wildlife these beneficiaries help to conserve.

Furthermore, in the longer term, the project will contribute to make the case for nature-based tourism being a part of government and financial institutions' relief and stimulus packages, thereby leading to sustainability of tourism, wildlife conservation and economic development and more resilient nature-based economies.

3.4 Risks and proposed Mitigation Measures

Table 15. Project risks and mitigation measures

Risk	Risk level	Risk mitigation measures
1. The affected local communities and SMEs benefiting from tourism activities who require COVID-19	Moderate	Initially it was anticipated that the platform would cover the geographic footprint of sub Saharan Africa. To address the increasing concern that demand may rapidly overwhelm

Risk	Risk level	Risk mitigation measures
financial support may overwhelm the collaborative platform's capacity to meet expectations		<p>project capacity, the geographic footprint for the project was subsequently contained to eastern and southern Africa.</p> <p>However, even this geographic scale may still prove challenging considering the size of the region, and information constantly emerging from the field about the extent and intensity of socio-economic impacts due to the collapse of the nature-based tourism industry. Priority geographies of focus, those that are most dependent on nature-based tourism, will be determined using metadata analysis as well as consulting with national CBNRM networks and others early in the project implementation stage.</p> <p>Numerous stakeholder consultations have been conducted during the project preparation stage to better quantify the needs, and likely demands on the project to help address these needs, as well as an assessment of partner agencies and institutions who will assist with outreach to communities and SMEs, and those who may commit to investing resources into the collaborative platform to meet demand.</p>
2. Large commercial tourism operators and well capacitated community organisations dominate the services of the collaborative platform, while small entrepreneurs and low capacity communities struggle to access the platform and have their needs addressed	Moderate	<p>The most marginalized communities are the priority stakeholder groups for the platform. The project has developed targeted approaches to ensure that these low capacity communities have equitable access to the services offered by the platform, largely facilitated by the in-country CBNRM networks. While SMEs who meet certain criteria will register directly on the platform, communities will be represented through the CBNRM networks, who will gather data electronically where possible, or through face-to-face interactions in the field where technology and connectivity are significant constraints, COVID-19 protocols notwithstanding.</p>
3. Large donor agencies and financial institutions, with well-established links to SMEs and local communities in southern and eastern Africa, will not be interested in using the platform	Moderate	<p>While it is hoped that these institutions will share, or make available, information for the platform, they are not the primary targets of the platform. These institutions are already largely achieving the platforms objective of streamlining emergency relief and stimulus support to the communities and SMEs most in need. While the project does not envisage the need for a facilitated connection between these well-established donor/financial institutions and the communities and SMEs, it will engage them in collating lessons learned and best practices. Additionally, a key goal of the platform is to</p>

Risk	Risk level	Risk mitigation measures
		identify existing fund sources, not have the funds flowing through the platform.
4. Limited funding opportunities for immediate relief of the nature-based tourism sector	Moderate	The COVID-19 pandemic is far from over, and funding sources continue to arise. The funding sources identified during proposal development are all still very active. Once the platform moves from a concept to actually launching, the increased visibility is likely to engage donors in a more significant manner.
5. The financial resources received by communities and SMEs via project interventions is not enough for these beneficiaries to maintain stability during the COVID-19 pandemic, leading beneficiaries to turn to exploitative or unsustainable practices that impact conservation.	High	The platform will clearly not meet the needs of all communities and SMEs affected by COVID-19. However, the prioritisation exercises will target the communities most in need, and the open access nature of the platform will make the data on donors and beneficiaries widely available, helping to complement other COVID-19 relief efforts. One of the primary value propositions of the platform is serving a coordinating role. By centralizing all the information, it will serve as a legitimate resource for funders and beneficiaries.
6. Due to shifting priorities of governments and donors, there is difficulty getting uptake on the integration of wildlife and nature-based tourism in stimulus and investment decisions that would build long term resilience of the sector.	Moderate	While governments and donors face many competing priorities from the impacts of COVID-19, it is recognised that nature-based tourism is a key source of revenue for the 11 countries in this project. Through the various policy and outreach activities envisioned through the platform, including to the AU, AMCEN, EAC, SADC, and others, the project will make a strong push to ensure that wildlife and nature-based tourism feature prominently in stimulus and investment decisions.

COVID-19 risk and opportunity analysis

Below we present the most relevant COVID-19 specific risks and opportunities for the WWF GEF Collaborative Platform for African nature-based tourism enterprises and local communities – a response to COVID-19 Project identified in the GEF’s ‘Project Design and Review Considerations in Response to the COVID-19 Crisis and the Mitigation of Future Pandemics’ document of August 27th 2020.

Table 16. COVID-19 Risk Analysis

Risk category	Potential Risk	Mitigations and Plans
i) Availability of technical expertise and capacity, and changes in timelines	Continued or renewed efforts in COVID-19 containment measures (such as travel and meeting restrictions) are likely over the course of project development and into the earlier stages of implementation. This may hinder outreach in person to communities (output 1.1.1).	<p>The project partners will be based in different offices and will be equipped (and trained if needed) for using virtual communication. They have all been in contact virtually during the project preparation stage. It is envisioned that the PSC will meet virtually, not in person.</p> <p>Outreach to community representatives will be done in person where possible, over the internet, and as a last resort over the phone.</p> <p>Outreach to SMEs will be conducted over the internet.</p>
	Capacity and experience for remote work and online interactions as well as limited remote data and information access and processing capacities that projects will need to strengthen.	For interaction with communities, provision of data/internet access where devices are available, and provision of devices if needed.
	Changes in project implementation timelines.	No changes in project implementation timelines are anticipated as they have already been designed to take into account the effects of the COVID-19 pandemic.
	Changes in baseline and potential co-financing sources identified may change due to changed government/project partner priorities for existing funding, reduced funding availability, or due to delays until implementation.	The pandemic situation and responses evolve daily, meaning that some baseline and co-finance may need to be adjusted during project implementation.
ii) Stakeholder Engagement Process	Reduced mobility and stakeholder engagement. This may particularly impact outputs 1.1.1 and 2.1.2, as well as the Stakeholder Engagement Plan.	<p>Local level community outreach via CBNRM networks and NGOs during project implementation will only be undertaken if it complies to national and local government guidelines and follows COVID-19 safety protocols.</p> <p>Outreach to community representatives will be done in person where possible, over the internet, and as a last resort over the phone.</p> <p>Outreach to SMEs will be conducted over the internet.</p>

Risk category	Potential Risk	Mitigations and Plans
iii) Enabling Environment	Reduced government focus on the environment during the COVID-19 crisis;	Given the focus of this MSP on enabling communities involved in nature-based tourism to overcome the drop off in tourism; the focus on people (with a broader goal of conservation) will likely keep governments engaged.
iv) Financing	Reduced co-financing availability (co-financing from the private sector and governments, loan-based projects with MDBs);	Given this project was rapidly developed and has a short implementation span, it is not anticipated that there will be a big impact on co-financing from COVID-19. However, the PMU will continue to track co-finance and will work to find replacement co-finance if any is reduced.
v) Future risks of similar crises	There is minimal risk that this project will contribute to future such crises.	It is not anticipated that this project will have adverse impacts that might contribute to future pandemics. The entire project is designed as a response to the current pandemic, recognizing that livelihood declines resulting from the loss of revenues tied to nature-based tourism have potential to increase pressure on natural ecosystems and therefore could risk increased contact between humans and wildlife.

Table 17. COVID-19 Opportunity Analysis

Opportunity Category	Potential	Project Plans
i) Can the project do more to protect and restore natural systems and their ecological functionality?	The goal of the project is to provide immediate relief to local communities and nature-based tourism SMEs most affected by the loss of tourism as a result of the current pandemic.	By providing emergency funding relief to communities and building longer term resilience to future shocks, the project will reduce ecosystem degradation as a result of community coping mechanisms to a loss of income.
ii) Can GEF projects include a focus on production landscapes and land use practices within them to decrease the risk of human/nature conflicts?	Limited potential. The project focus is not site based.	

Climate change impacts and adaptation measures

The State of the Climate in Africa 2019 report⁴⁸ highlights the increasing threats that climate change poses to human health and safety, food and water security, and socio-economic development, driven by increases in temperature, changing seasonality of rainfall, sea level rise and extreme events such as drought and flooding. Just the past year has seen extreme drought in southern Africa, severe flooding in eastern Africa, and an invasion of desert locusts. The toll this has taken on people and the economy has been severely exacerbated by COVID-19.

Given the very broad geographic scope of this project, and the emergency nature of the response, assessing the climate impacts on the study area and potential adaptation measures presents a unique challenge. However, below is a summary of regional trends in weather and climate, impacts on communities and ecosystems, and proposed climate adaptation measures during project implementation.

Regional trends in weather and climate

The majority of southern Africa experiences a single rainfall season occurring between November and April, while eastern Africa has two rainfall seasons, the long rains from occurring between March and May, and the short rains occurring between October and December.

Many parts of Africa are increasingly affected by the dry season growing hotter and rainy seasons arriving later. This was the case in 2018-2019, where southern Africa experienced a severe drought, only getting relief in the 2019-2020 rainy season. At the other end of the spectrum, flooding events are increasing in severity, with eastern Africa experiencing record flooding in 2019 and 2020.

Africa in general suffers from a lack of good weather data, and this in turn influences the ability to develop suitable climate projections. However, it is considered “very likely” that all of Africa will continue to warm during the 21st century, and while rainfall projections are far more uncertain, there is “medium” confidence in projections suggesting reduced rainfall in the austral winter in southern Africa,⁴⁹ and seasonal rainfall is projected to rise significantly in eastern Africa.⁵⁰

Impacts on communities and ecosystems

WWF’s [Climate Crowd](#) initiative gathers data on how climate change is affecting people and nature. 872 interviews have been conducted with community members in 8 of the 11 project countries, providing a useful snapshot of how people and nature are being affected by changes in weather and climate (see also Annex O: Changes in weather and climate and resulting community responses). In Zimbabwe⁵¹ for example, the majority of those interviewed noted that there was less (and delayed) rainfall in recent years and hotter temperatures. These changes have resulted in depleted freshwater supplies, failure of crops, declines in livestock health, and an increase in the prevalence of pests. Changes in weather and climate are increasingly driving human-wildlife conflict, as people and wildlife increasingly compete for diminishing natural resources

⁴⁸ World Meteorological Organization. *State of the Climate in Africa 2019* (2020)

⁴⁹ Christensen, J. H. et al. Climate phenomena and their relevance for future regional climate change. In *Climate Change 2013 the Physical Science Basis: Working Group I Contribution to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change* (2013) Vol. 9781107057999, pp. 1217-1308

⁵⁰ Cook, K. H. et al. Seasonal asymmetry of equatorial East African rainfall projections: understanding differences between the response of the long rains and the short rains to increased greenhouse gases. *Climate Dynamics* (2020) DOI: 10.1007/s00382-020-05350-y

⁵¹ Climate Crowd: Zimbabwe summary report (2019). World Wildlife Fund, Washington, DC

such as water and pasture. These data from Zimbabwe match what has been documented across much of eastern and southern Africa.

Proposed climate adaptation measures during project implementation

- (i) The online platform will include data on changes in weather and climate across the project region, including map layers on various climatic variables
- (ii) Funding proposals will include a component on climate change, indicating how project funds will contribute to building community resilience to changes in weather and climate
- (iii) Relief funding for communities which has adaptation co-benefits, such as increased water security, will be prioritised
- (iv) The project will contribute to the longer-term development of more resilient models for nature-based tourism and conservation, and climate change will be a key consideration in this process. This may include identifying for example, areas, conservation interventions and livelihoods which are unlikely to be resilient in the face of a changing climate. By increasing resilience to future shocks and stressors such as climate change, tourism can emerge from the current crisis as an even more important contributor to the Sustainable Development Goals, supporting livelihoods and creating opportunities for millions of women and men around the world.

3.5 Consistency with Regional Priorities or Plans

The outcomes under the proposed project contribute to the priorities of two central intergovernmental organizations that represent African countries: The Southern African Development Community (SADC) and the East African Community (EAC). Both organizations focus on promoting sustainable and equitable economic growth and socio-economic development to improve the quality of life of people of East Africa and Southern Africa.

The EAC, which comprises the states of Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda, promoted the region as a single tourism destination in its Treaty, in line with the implementation of the EAC single visa scheme. In 2012, the East Africa Tourism Platform was established to reduce barriers to inter and intra-regional tourism, promote a regional marketing approach, and encourage capacity building and skills transfer. The EAC 2050 Vision document (published in 2016) established a goal to “Enhance tourism, trade in goods and other services within the EAC region and with the rest of the world.” The number of jobs supported directly or indirectly by the tourism sector is projected to increase from 1.7 million in 2008, to 2.3 million in 2025, and 5.6 million by 2050.⁵² Further, the project aligns with the EAC’s COVID-19 Response Plan (April 2020) which highlights the need to mitigate fundamental impacts of the pandemic on the various vital economic and social sectors of the EAC region, including ensuring sufficient supply of essential food; keep businesses afloat especially Micro, Small and Medium Enterprises (MSMEs); maintain employment; adapt and reorient businesses; promote and utilize locally made products as much as possible...”.⁵³

Given the rapid growth of the tourism industry in the region in recent years, SADC has prioritized tourism as a way to promote sustainable economic development goals and regional integration. The Protocol on the Development of Tourism of 1998 establishes the official policies and tourism priorities of the region, and aims to foster the industry for livelihoods improvement.⁵⁴ In 2019 the SADC Tourism Programme (2020-2030) was approved by SADC Ministers responsible for the Environment, Natural Resources and Tourism. The Objectives

⁵² East African Community. *ECA Vision 2050: Regional Vision for Socio-Economic Transformation and Development* (2016): 74.

⁵³ East African Community. *ECA COVID-19 Response Plan* (2020): 8

⁵⁴ “Tourism” SADC. Accessed November 4, 2020. <https://www.sadc.int/themes/infrastructure/tourism/>

of the Programme are (1) to exceed average global growth levels in tourism receipts and arrivals to the region, (2) broadening the spread of arrivals, (3) extending the average length of stay, (4) increasing return visitation and (5) harmonising policies that are geared at the development and growth of tourism in SADC. With tourism expected to grow in the coming years, the Regional Infrastructure Development Master Plan proposed the creation of Trans-frontier Conservation Areas (TFCAs) as key drivers for regional integration and to promote tourism in the region. Further, the purpose of the Tourism Sector Plan of 2012 is to outline an integrated plan for the sustainable development of these TFCAs through 2027. TFCA development through tourism is highlighted as “a tool for biodiversity conservation and economic empowerment of rural communities”.⁵⁵ SADC’s Vision for its TFCA Program is to “be a model of community centred, regionally integrated and sustainably managed network of world class Trans-frontier conservation areas.”⁵⁶

The African Union (AU) and sub-regional communities have also put tourism at the top of their agendas. The African Union has endorsed the continent’s Tourism Action Plan (TAP) developed by the New Partnership for Africa’s Development (NEPAD), renamed the African Union Development Agency (AUDA). The TAP recognizes tourism development among priority sector strategies of AUDA across Africa and aims to make Africa the tourism destination of the 21st century. The Pan-African Action Agenda on Ecosystem Restoration that was held in 2018 is closely aligned to the existing project and the action plan on ecosystem restoration adopted by the Conference of Parties to the Convention on Biological Diversity. The Action Agenda will guide and support African countries to meet, in a synergetic and integrated manner, their ecosystem restoration objectives and commitments under various international agreements and processes, including the three Rio Conventions – the Convention on Biological Diversity (CBD), the United Nations Convention to Combat Desertification (UNCCD), the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement – as well as the Ramsar Convention on Wetlands, the Convention on the Conservation of Migratory Species of Wild Animals, the New York Declaration on Forests, the Bonn Challenge on Forest and Landscape Restoration and the 2030 Agenda for Sustainable Development. There

The Fourth National Report of the Convention on Biological Diversity (CBD) showed that 49 countries in Africa had national biodiversity strategies and action plans, and 35 states have also completed their fourth national reports, which provide information on measures taken for the implementation of the Convention on Biological Diversity and the effectiveness of these measures.⁵⁷

The project is fully aligned with the medium-term National Development Strategies/ Plans/ Programmes (or equivalent), the National Biodiversity Strategy Action Plans (NBSAP) and the Tourism Master Plans/ Strategies (or equivalent) of the individual East African Community (EAC) and SADC states, and AMCEN (as described under output 2.2.2). These plans all emphasise the significant contribution of the nature-based tourism sector to the economic development of the country, the social development of rural communities and the revenue streams to cross-subsidise the operating costs of conservation areas (including formal protected areas). They emphasise the necessity to create the enabling environment for these nature-based tourism businesses to operate profitably, and the regulatory requirement to ensure the equitable distribution of benefits from these tourism enterprises to communities and national conservation efforts.

⁵⁵ SADC. “Regional Infrastructure Development Master Plan” *Tourism (TFCAs) Sector Plan* (2012): 5

⁵⁶ KAZA TFCA. *KAZA TFCA Master Integrated Development Plan 2015-2020* (2015): 3

⁵⁷ “Fourth National Report” Convention on Biological Diversity (2020) <https://www.cbd.int/reports/nr4/>

3.6 Innovativeness, Sustainability & Potential for Scaling up

Innovativeness: The very nature of the project is innovative –responsive to a crisis and rapidly developed. The project has been developed as a fast-tracked, flexible and effective response to help lessen the severe short-term (2—3 year) economic and social impact of the COVID -19 pandemic on the nature-based tourism sector partners across southern and eastern Africa. The project follows a similar approach to that advocated by the OECD Policy Response to COVID-19. While the concept of a platform to provide data clearing house functions and open access to information is not in and of itself an innovation, the proposed application is novel in its vision of streamlining two-way information flow to more rapidly facilitate links and matchmaking between those with the most pressing needs and those looking to provide financial support in the COVID-19 relief and recovery phases. It is also the intent of the platform to stimulate the maximum amount of creativity and innovation in developing collaborative responses to the impacts of COVID-19 on the sector.

Sustainability: To ensure rapid operationalization, the project will use well-established systems and tools for platforms, and interface with ongoing government and local communication networks and efforts, ensuring sustainability beyond the project lifetime as these structures will continue after the proposed project is finished. The proposed project envisions that the sub-national, national and regional partners would be able to build continuing contributions and participation in the platform in their ongoing programs.

Conceptually the project will contribute to efforts to address the 3 R's - Response, Recovery and Resilience – for the nature-based tourism sector in southern and eastern Africa. It focuses the GEF investment support on the initial Response and Recovery stages. Although untested as yet, should stakeholders find value in continuing the platform – or elements of it (such as the data clearinghouse) – beyond the lifetime of the GEF project, the nature-based tourism industry and funding partners may consider the feasibility of, and support efforts to, sustaining it as a collaborative mechanism help to address the Resilience stage. A number of stakeholders consulted during project design suggested that the data being collected by the platform, particularly at the community level, would be useful well beyond the COVID-19 crisis. Ongoing user feedback will be solicited throughout the project, including at project meetings, to determine whether there would be value in maintaining the platform beyond the GEF project. If there is consensus to maintain the platform, WWF will undertake a process to identify and hand off the platform to an interested party, potentially including existing partners such as RCMRD, or WWF itself.

It is envisaged that the project will lay a foundation to identify and implement COVID-19 market correction opportunities. By encouraging a re-think of the tourism model, the proposed project will contribute to the creation of more resilient, sustainable solutions for tourism and conservation (including the associated efforts and investments of the last two decades) and improve links among capital and biodiversity conservation, climate, social inclusion and circular economy initiatives.

Scaling up: The project had initially been designed to cover the geographic footprint of sub Saharan Africa, but it is anticipated that demand for financial support may rapidly overwhelm the project capacity. In the PIF stage the geographic footprint for the project was contained to the 11 countries in eastern and southern Africa only, and to the highest priority tourism areas within each country. Even this geographic scale may still prove challenging, considering the information emerging daily from the field about the extent and intensity of socio-economic impacts due to the collapse of the nature-based tourism industry. So, the potential for increasing the geographic scale of the footprint is very limited. Equally, the scope of the project, and the range of prospective partners, will already place considerable pressure on the short implementation timeframe for the project, so – unless additional resources are leveraged during the early stage of

implementation – there is limited scope to scale up the project scope or the range of project partners. It is however possible that other regions may set up similar collaborative platforms (although this is speculative at this stage). If so, the project will freely share lessons learnt, resources and good practices, in order to expedite the establishment of similar platforms.

3.7 Lessons learned during project preparation and from other relevant projects

This section summarizes the main lessons learnt during the Project preparation phase as well as the conclusions drawn from the lessons, inputs and feedback gathered through ongoing stakeholder consultations.

1. Value of local systems in delivery recovery efforts.

There have been notable relief efforts at the community level supported both by the community's existing NBT partners and by their NGO partners. Use of existing or long-established "local systems" (stakeholder networks consisting of local communities, businesses, NGOs and other actors embedded in NBT) have demonstrated their value under these new and catastrophic conditions. The project will directly engage community networks and SMEs in these same geographies to bring veracity to the information needed for the Platform.

2. CBOs and associations play crucial role in collecting data on community emergency needs.

At a national level, community-based organizations and associations have been highly successful at acquiring information on emergency needs of the impacted communities they represent or support. In two notable cases, Kenya and Namibia, these associations have been instrumental in partnering their governments to develop urgently needed stimulus packages. The project design has recognized the importance of collecting data at the local system level from communities and NBT SMEs to best inform the activities of the Platform. Components 1 and 2 provide for the collection of data, through national community-based organizations and associations to the greatest extent possible, and expert assistance and support for affected communities in the preparation of funding proposals based on matchmaking outcomes.

3. Major donors focused on protecting long-standing investments in their initial response.

Immediate assistance from major donors and supporters has demonstrated that, for the most part, they are preferential to protecting their prior investments in the geographies where they have long been providing support. By providing access to more information from beneficiaries on the needs side, some donors and investors have made clear that they will be looking to the Platform for information on new opportunities, since they already know their traditional funding areas well.

4. Awareness and concern over entry into market by unscrupulous investors.

Current and potential investors have become aware of and particularly concerned about unscrupulous investors entering the market at a time when there are so many distressed companies. Component 2 provides for better business support to communities and NBT SMEs in need when considering opportunities presented to them.

5. Objective criteria critical to geographic identification and prioritization of most distressed "local systems" to be supported by the Platform.

Utilizing tourism booking data, web-based mapping information on the localities of tourism facilities of all sorts and technical data layers (i.e. protected areas and key species' distributions), a "heat map" visualization was created to provide the Project with the best possible information to verify where efforts for data collection on needs should be focused and prioritized. This has allowed Component 1 of the project to be in

possession of key data to enable its Data Clearing House function to be operational in the early life of the project.

6. Real-time adaptive management key to Platform day-to-day operations.

The Project will establish a “Lessons Lab”, which will expedite the sharing of information and facilitation of dialogue among those working on the ground in key “local systems” who need to turn lessons learned into deliberate actions and decision-making on a daily basis.

7. Role of active platforms crucial to inform design and mechanics of the Platform.

There are a wide range of platforms developed globally that can inform the proposed platform. A rapid review of existing platforms and funding mechanisms was conducted by the Biodiversity Team at IIED. The review, based on desktop research and interviews with platform owners and developers, looked at the lessons learned from 32 active platforms. The platforms investigated: operate across a number of sectors (humanitarian aid, environment, COVID-19 relief funds, urban funds etc.); have different geographic focus (from country specific to global); have been active for different lengths of time (e.g. from platforms active for less than a year in response to COVID-19, to some running over 20+ years); and are operating using different operational mechanisms.

Consideration in Project design and implementation

General considerations:

- Ensure the platform provides a simple and clear message on the cause(s) it addresses.
- Provide a clear set of objectives.
- Present a clear geographic focus and scale.

Platform development

- Establish clear roles between the platform developer, the owner and the administrator.
- Ensure there is ample time allocated for the development of the platform.
- Ensure there is a clear estimation of the start-up costs.
- Ensure there is a clear estimation of the platform running costs.
- Consider the type of safety measures (e.g. IT security, anti-fraud measures, anti-discriminatory, anonymity, FPIC) required.

Guidelines for development of the platform

- Ensure clear eligibility criteria for users and due diligence processes.
- Establish clear guidelines on how users will access and register on the platform.
- Establish a monitoring and evaluation framework to check if the platform is achieving its objectives

Lastly, the review also found that the matchmaking platform developed by [TerraMatch](#) exhibits a similar architecture to the one envisaged here. The TerraMatch platform developers are open to guide and share their knowledge in the set-up of the Collaborative Platform.

SECTION 4: Annexes

Annex A: Additional COVID-19 relief and recovery efforts

National government support for the tourism sector:

- The Government of Kenya has allocated a \$56 million package to rescue the country's ailing tourism sector in the wake of the COVID-19 pandemic. Of this, \$9.33 million will be dedicated to 5,500 community scouts under the Kenya Wildlife Service, while a further \$9.33 million was committed to support law enforcement and the management of more than 160 community and private conservancies. In addition, \$18.66 million has been set aside to support renovation of facilities and the restructuring of business operations by stakeholders in the industry. This will be in the form of soft loans to be administered by the Tourism Finance Corporation (TFC) to the establishments;
- South Africa's *Tourism Relief Fund* (\$11.53 million) provides once-off capped grant assistance (limited to \$2,881 per entity) to Small Micro and Medium Sized Enterprises (SMMEs) in the tourism value chain to ensure their sustainability during and post the implementation of government measures to curb the spread of Covid-19 in South Africa;
- The Government of Botswana is implementing a COVID-19 *Wage Support Scheme* to provide financial support to employees in the travel and tourism sector, with qualifying businesses accessing wage subsidies of up to \$213 per month per employee;

Multilateral and bilateral donor-supported recovery efforts

- The [African Development Bank](#) has mobilized \$ 10 billion to create the *COVID-19 Rapid Response Facility*. The overarching goal of the facility is to lessen the economic and social impact of the pandemic;
- The African Union (AU) has also raised \$25 million for the *COVID-19 Response Fund*.
- The [African Export-Import Bank](#) has pledged \$3 billion in resources to help member countries, including the private sector, respond to the crisis. The set of tools includes lines of credit, guarantees, or swaps, among others. Its focus is to relieve most of the indirect effects of the pandemic including high risks of debt distress;
- The European Union's contribution to the COVID-19 response in sub-Saharan Africa is estimated at over \$2 billion - including the funding from the European Commission and loans from the European Investment Bank;
- The Agence Française de Développement (AFD) has announced the new *COVID-19 Health in Common* program for the African continent with a provision of \$1.1 billion. Ninety percent of the funds will be disbursed in the form of loans, with \$160 million in grants. While most of it will rely on Expertise France's experience and management, AFD is also open to working with development banks, civil society organizations, and other players;
- The United States Government has provided close to \$270 million to help countries across sub-Saharan Africa respond to the COVID-19 pandemic. This assistance will strengthen various aspects of pandemic response: risk communication, community outreach and public health messaging; the prevention and control of infections in health facilities; laboratory capacity and disease surveillance; and water, sanitation, and hygiene programs;
- Assistance also addresses the impacts of COVID-19. Official creditors of African government debt have mobilized up to \$57 billion - including upwards of \$18 billion from the IMF and the World Bank each - to provide front-line health services, support to the poor and vulnerable, and to keep African economies afloat. Six African countries – The Gambia, Malawi, Mozambique, Rwanda, Sierra Leone and Tanzania– are eligible for debt services relief for 24 months from the IMF's Catastrophe Containment and Relief Trust. The IMF has further recently approved debt relief under the Catastrophe Containment and Relief Trust to provide \$14.3 million over the next 4 months, and potentially up to \$25.7 million over the next 23 months;

- The United Nations Development Programme (UNDP) has further launched a *COVID-19 Rapid Response Facility*, funded by existing resources and capitalized with an initial \$20 million. This facility will provide up to \$250,000 per country for initial action, disbursed through a fast-track mechanism (with approval within one week);
- The UNDP's Lion's Share initiative has launched a call for proposals titled *Resilience in Wildlife Community Grants* to support initiatives in communities dependent on wildlife-based tourism. The small grants will be disbursed to non-profit organizations in developing countries seeking funds to demonstrate innovative local-level action to increase resilience and well-being of communities against external shocks such as pandemic crises in wildlife rich areas
- The UK's Foreign, Commonwealth and Development Office (FCDO), formerly Department for International Development (DfID), has launched a series of COVID-19 related grants, including a \$25 million "African Union COVID-19 Response fund" to provide health services and technical expertise, a \$257,000 grant for a more resilient health system available for technology platforms and process innovations and a \$55 million fund to help respond to the pandemic internationally — including \$23 million through the Rapid Response Facility, or RRF, and more than \$30 million through a hygiene program jointly funded with soap manufacturer Unilever; and
- The United Nations Environment Programme (UNEP) has been overseeing an initiative to streamline existing funding into support for pandemic impacted communities as well as delivering the Building Back Better programme.
- The German Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH are currently developing a package of support – with an estimated value of \$23 million - for those suffering the loss of nature-based tourism. As of June 2020, the German Government has allocated an additional \$18 million for COVID-19 relief efforts under the Financial Cooperation implemented by KfW in the community/tourism/conservation nexus in the Southern African Region (Angola, Botswana, Namibia, Malawi, Mozambique, Zambia and Zimbabwe). In addition, the German BMZ has made \$600,000 available through GIZ's SADC TFCA programme to support alternative income generation opportunities for tourism employees in the Lubombo and the Kasungu- Lukusuzi portion of the Malawi/Zambia TFCA. The Enhanced Integrated Framework (EIF) has ongoing tourism-focused projects with governments totalling \$6.5 million in five African countries: Liberia, Comoros, Djibouti, Uganda and Sierra Leone;
- UK FCDO is reportedly in discussions about the establishment of a fund of up to \$39 million in support of the recovery of the tourism sector in Africa from the impacts of COVID-19.
- International Finance Corporation (IFC) increased support to \$8 billion to sustain private sector companies and livelihoods in developing countries through the COVID-19 crisis. They have specifically launched a \$1.5bn targeting the hotel sector. The funding is targeting brands, portfolio companies and intermediaries (e.g. SMEs) through debt provision via local banks. The IFC is also looking to establish an investment platform to support conservation economies and landscapes in Africa.

Tourism partnerships and enterprises

- [Future of Tourism Coalition](#) is a coalition of six non-governmental organizations (Center for Responsible Travel, Destination Stewardship Center, Green Destinations, Sustainable Travel International, Tourism Cares, and the Travel Foundation, with the guidance of the Global Sustainable Tourism Council) formed on June 16th, 2020, to "stand united in an appeal for change" towards re-centering the tourism industry, during COVID-19 recovery, around a set of principles for long-term sustainable and equitable growth. WWF is a founding signatory to the Coalition;
- Natural Habitat Adventures (NatHab/Wilderness Safaris) is the largest nature-based adventure travel company. Its sustainability/minimum-impact program is regarded as one of the two best in the world (the other is the Intrepid Travel Group.) NatHab launched a COVID-19 program to provide direct economic support to local people who've been hardest hit; and

- Wilderness Safaris, a tour operator and one of NatHab's suppliers, launched a [COVID-19 community and game guard relief initiative](#). They are raising funds to protect wildlife in southern and eastern Africa from poaching, especially from syndicates looking to capitalize on reduced enforcement and tourism presence, and to support meeting basic needs for food of staff and communities affected by the tourism drop-off.

WWF has **engagement with the tourism industry**, across the supply chain. Important relationships that can be leveraged for this proposed project include:

- *Adventure Travel Trade Association* (<https://www.adventuretravel.biz/>). This is an organization with over a thousand members including tour operators, accommodations, tourism boards, associations and communities. WWF has an MOU with ATTA.
- *World Travel and Tourism Council* (<https://wttc.org/>). WTTC has 200 large companies in its membership, which represents 30% of the travel and tourism sector.
- *African Travel and Trade Association* (<https://www.atta.travel/>), a member driven trade association, including small to big operators.
- WWF is a partner to the *International Gorilla Conservation Programme* (<http://igcp.org/>).

Non-governmental and civil-society organizations and foundations

- The Africa Foundation is mobilising at least \$325,000 in support of local communities (focusing on water relief, rural clinic and food distribution) in 73 communities across South Africa, Kenya, Tanzania, Mozambique, Botswana and Namibia that are impacted by COVID-19.
- The Biodiversity and Protected Areas Management (BIOPAMA) programme **Rapid Response Grants**, managed by IUCN on behalf of the Organisation of African, Caribbean and Pacific (ACP) States and the European Union (EU), is expected to **fund approximately 60 projects**, with a total budget of \$24 million. The Rapid Response Grants will address negative impacts of the Covid-19 pandemic on the management and governance of protected areas, while strengthening the resilience of local communities in African, Caribbean and Pacific countries.
- The SOS African Wildlife initiative, funded by the European Commission's Directorate General for International Cooperation and Development (DG DEVCO), and administered by IUCN, **has also made its Rapid Action Grants available to projects responding to threats linked to the COVID-19 crisis and its consequences.**
- Fauna and Flora International (FFI) put together a \$600,000 Crisis Support Fund in response to the COVID-19 pandemic to provide relief funding for their partners in Eastern and Southern Africa. These funds were routed primarily to the KWCA, Ol Pejeta and Northern Rangelands Trust in Kenya, IGCP in Uganda and Flower Valley in South Africa for onward granting to communities to provide for local needs in the wake of the pandemic. These funds were open-ended with no specific criteria for activities to be funded but have primarily been used to support the core activities of community conservancies. While these funds are seen to be emergency support to help plug gaps but looking to create more resilience going forward, FFI is exploring donor opportunities to support greater resilience in the long-term through business diversification and building of local supply chains around conservancy areas.
- The Nature Conservancy (TNC) established a \$1.7 million fund to support COVID response to help offset the loss of tourism revenues in critical conservation areas of Eastern and Southern Africa. The focus of their direct grants has been to their longstanding partners in Kenya, Tanzania, Namibia and Zambia to manage important wildlife habitat areas, create local jobs and provide non-monetary benefits to local communities. The grants supported 18 community and private conservancies in Kenya and Namibia, Wildlife Management Areas in Tanzania and Game Management areas in Zambia, including the salaries of 730 game scouts. TNC's NatureVest is also working with Thirdway Africa, an

Africa-based asset management, impact consulting and advisory group, hoping to raise a \$100m capital fund, the African Conservation Finance Initiative, focused on looking at what the next generation of tourism might provide for building back better using more diversified revenues for greater resilience.

- WWF has mobilized to coalesce support for recovery from the impacts of COVID-19 on the nature-based tourism industry and associated communities. WWF is contributing to recovery efforts in Namibia, ensuring that community conservancies can meet their most immediate needs for the next two years. A funding target of approximately \$4.6 million has been identified (for community game guards, conservancy staff, conservation tourism enterprises and COVID-19 awareness-raising and education) to complement the Namibian government emergency funds and leverage matching funds from other stakeholders. WWF received a \$350,000 challenge match from the BAND Foundation to raise an additional \$500,000 net matching funds from the private sector. WWF currently have a \$500,000 verbal commitment from a family foundation and are in discussions with other interested donors. WWF Namibia and the Community Conservation Fund of Namibia ([CCFN](#)) are establishing a crisis fund of N\$ 20 million (€1 million) to secure for one year the ongoing deployment of the game guards and rhino rangers, to offset lost revenue from tourism. Attention to COVID-19 financial responses is now included in WWF's East Africa Sustainable Investments Program, which operates in Kenya, Tanzania, and Mozambique to encourage mainstreaming of sustainability considerations into public and private finance sector priorities and decision frameworks.

Associations and Foundations

- The Maasai Mara Wildlife Conservancy Association, (MMWCA) in Kenya has raised over \$1.2m of funding for a COVID-19 emergency operations, including payment of community game guard salaries, land leases and operating expenses. They are currently working with USAID to establish an even bigger fund to help with the stimulus and recovery phase.
- The Royal African Safaris' Royal African Foundation has raised \$40,000 and is using its local networks of people across Kenya, Botswana and Tanzania to set up hand washing stations, distribute food relief and create employment during the COVID-19 crisis.
- Wilderness Safaris raised over \$100,000 in the first few months after the cessation of tourism to implement a series of direct interventions across Zimbabwe, Botswana, Kenya, Rwanda, Zambia and Namibia to support affected neighbouring local communities through food distribution, improved sanitation, water delivery, health services and health education.
- The African Safari Foundation of South Africa has made \$100,000 in loans available to help community owned or managed NBT operations to make it through the loss of revenues due to local travel restrictions due to the pandemic.
- &Beyond's Africa Foundation has established its COVID-19 Campaign to get crucial medical supplies to local communities and enable access to fresh water through borehole creation and the distribution of portable, 24-gallon barrels for transporting and storing large amounts of water.

There are also other local initiatives that are supporting the recovery efforts

- The Natural Selection Foundation, a collection of owner-operated safari camps, has established a *COVID-19 Village Support program* which transports food parcels to remote villages living adjacent to conservation areas in order to improve the nourishment of neighbouring communities.
- The African Bush Camps Foundation, based in Zimbabwe, Zambia, and Botswana, has put emergency funds aside for basic services such as water and food in the communities. African Parks, which manages 18 parks across 11 African countries, is aiding communities with essential supplies and hand washing stations, in addition to continuing essential park maintenance duties.
- The Isibindi Foundation, which falls under Isibindi Africa, has launched a COVID-19 Courage campaign to raise €35,170 for delivering emergency relief to approximately 30,000 vulnerable people who live in the communities surrounding three Isibindi Africa lodges.

- The Great Plains Foundation recently launched its Project Ranger initiative to support the rangers in Africa who are on the front lines of the continent's anti-poaching efforts and are at risk of losing their jobs.
- There are other noteworthy COVID-19 relief programs being undertaken by other tourism operators in the region, including Intrepid Safaris, Micato Safaris, Ultimate Safaris, Abercrombie & Kent and Thompson Safaris.

Tourism, conservation and community COVID-19 information coordination initiatives

- The [Africa COVID-19 Situation Room](#) has been developed to provide data coverage on the health, social and economic impacts of the Covid-19 pandemic in African countries.
- The IUCN WCPA Vice Chair for Eastern and Southern Africa ran an online survey of African protected areas and the impacts from the pandemic and produced a report on this in June 2020 entitled, **The Impact of COVID-19 Pandemic on Africa's Protected Areas Operations and Programmes.**
- The IUCN WCPA Tourism and Protected Areas Specialist Group (TAPAS) is contributing to a study for the European Union (EU) on COVID-19 and protected area tourism to evaluate the impact on protected areas, businesses and local communities.
- The African Tourism Board (ATB) has initiated *Project Hope Africa*, a partnership between the public and private sector, to coordinate the tourism sector responses through the COVID-19 crisis.
- The World Tourism Organization (UNWTO) has released a set of recommendations designed to support governments, the private sector and the international community in navigating the social and economic emergency of COVID-19.
- The Green Growth Knowledge Partnership offers quick and easy access to the latest global research, case studies, toolkits, learning products, principles, and protocols to empower policy makers and advisors, small and medium-sized enterprises, and banks, insurance, and investment firms to make evidence-based decisions on COVID-19 responses.

Annex B: Stakeholder Engagement Plan

Submitted separately

Annex C: Additional background information on CBNRM networks

These organizations provide the Platform with partners that have deep and meaningful reach into those communities who have been most involved in the stewardship of wildlife on their own lands and who are now most negatively impacted by the precipitous loss of nature-based tourism since the first quarter of 2020. Through their existing processes and programs, they are able to help the Platform to gain critical information on the loss of revenues previously generated through tourism-related job opportunities, the leasing of land for conservation, concession agreements for tourism operations, the monitoring of wildlife populations on these lands and, in some cases, assisting with the enforcement of wildlife laws.

A. Botswana - Ngamiland Council of Non-Governmental Organizations (NCONGO)

NCONGO was established in 2008 and currently represents an expanding membership of 50 NGOs and CBOs within the Ngamiland districts (Ngami & Okavango sub-districts) concerned with sustainable social and economic development, including but are not limited to conservation and livelihoods. As a volunteer-directed organization, NCONGO coordinates the efforts of and advocates for the needs of NGOs and CBO's by assisting

in capacity building of member organizations, facilitating networking and communication between the regions' non-state actors, and strengthening the links with government to enable real change.

NCONGO believes that the future of Botswana depends on effective and coordinated partnerships between government, NGOs and CBOs, and the private sector to address socio-economic issues intersecting with the environment, education, needs of vulnerable children, and health.

NCONGO mandate includes:

- Strengthening and building capacity of CSOs;
- Promoting public awareness of needs of CSOs and advocating for member organizations on a local, national, and international level; and
- Advocating for communities' needs on a local, national, and international platform.

The organization also serves in various district development committees whose key mandates are community livelihoods. These are:

- District Economic Development Committee
- Okavango Wetlands Management Committee
- Botswana Association of Local Authorities

Out of 50 member organizations, 18 are under the Conservation and Livelihood sector. From the 18, 14 are located and based in and around the Ngamiland areas with the remaining being dispersed across Chobe and Kgalagadi. The Conservation and Environment sector deals exclusively with member organizations working in the tourism and environment spectrum. All of these communities are involved in Covid19 related activities and liaise with the District COVID-19 Team. Furthermore, NCONGO sits as a member (representing the interest of its members) in the District COVID-19 Team which reports directly to the national Presidential Covid-19 Task Force.

B. Kenya Wildlife Conservancies Association (KWCA)

The Kenya Wildlife Conservancies Association (KWCA) is the national umbrella body and voice for community and private conservancies in Kenya. KWCA helps to catalyze the conservancy movement across Kenya to ensure conservancies are effective and thriving, benefiting both people and wildlife. With the majority of Kenya's conservancies as members, KWCA holds the unique position to connect national and international actors to local-level conservancies and vice versa. These connections from funding opportunities to technical support to investor interests to policy demands are making Kenya's conservancy landscape much richer and stronger as a whole

As a response to COVID-19, KWCA engaged the Government of Kenya to support the efforts of conservancies in mitigating the impacts of COVID-19 pandemic by ensuring their ability to continue their operations at a scaled down level thereby avoiding a likely collapse from the total loss of tourism revenues. In total, \$10 million was secured to support the salaries of conservancy rangers for one year, which represents 20% of their annual operating costs. The funding provides an opportunity for KWCA to advocate for further government stimulus and sustainable funding to conservancies.

C. Malawi - Kasungu Wildlife Conservation for Community Development Association (KAWICCODA)

Kasungu Wildlife Conservation for Community Development Association (KAWICCODA) is a community organization established under the National Wildlife Act to facilitate participation of communities in the

management of wildlife and biodiversity both inside and around Kasungu National Park. The Association was established and legally registered in December 2017 with a co-management mandate allowing for sustainable access to resources and participation in the revenue sharing scheme under which the association receives 25% of all revenues generated from the Park. This revenue is then invested in community development initiatives including community infrastructure and micro-enterprises.

KAWICCODA represents about 300,000 people spread across nine Traditional Authorities with approximately 80,000 people directly dependent on livelihood activities derived from nature-based tourism such as hospitality, tour guiding, beekeeping, and the sale of curios. The organization has been working very closely with the Department of National Parks and Wildlife (DNPW) in community sensitization, training Village Natural Resource Committees in COVID-19 prevention and distributing masks. With the government currently mobilizing to provide COVID-19 social cash transfers to vulnerable members of the community, it is very likely that the association will play a key role in this process.

D. Mozambique CBNRM Network (R-GCRN)

The Mozambique Community Based Natural Resources Management Network (Rede para Gestão Comunitária de Recursos Naturais) was created in 2018, but officially registered in December 2019, by the Minister of Justice. The Network aims to be a functional and a reference platform that facilitates the implementation and decision-making processes in regard to community-based natural resources management. Improving communities' livelihood as a result of standardized approaches and principles, constitutes a focus on the Network.

E. Namibia Association of CBNRM Support Organizations (NACSO)

The Namibian Associations of CBNRM Support organizations (NACSO) is a consortium of nine Namibian civil society organizations that works together to support, promote and strengthen community-based natural resource management (CBNRM). Key NACSO strategies and approaches to achieve goals are:

- provide a technical support and development
- coordinate and produce high quality communications
- provide leadership on CBNRM government relations and advocacy
- leadership and capacity development

NACSO aims on building strong collaboration with government partners such as the Ministry of Environment and Tourism, this includes joint plans and strategies, involving monitoring, support services, financing, and other key aspects of the CBNRM Programme in Namibia. The organization serves around 300,000 communal residents covering 163,151 square kilometers, which represents 86 conservancies covering seven regional conservancy associations, 19 community tourism concessions (held by 23 conservancies), 43 community forests and over 60 Conservation hunting contracts.

In May 2020, the Namibian Ministry of Environment, Forestry and Tourism (MEFT) launched the Conservation Relief, Recovery and Resilient Facility (COVID-19 Facility) of which NACSO is a key partner along with the Environmental Investment Fund of Namibia (EIF), Community Conservation Fund of Namibia (CCFN), World Wildlife Fund Namibia, United Nations Development Programme (UNDP), NedBank Namibia, Namibia Nature Foundation, B2Gold, Integrated Rural Development and Nature Conservation (IRDNC), Namibia Chamber of Environment, TNC, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, KfW Development Bank, Tourism Supporting Conservation Trust (TOSCO). The initiative aims to provide financial relief to CBNRM institutions affected by the pandemic by ensuring the continuation of anti-poaching activities,

mitigation of human-wildlife conflict, preservation of natural resources and the management of wildlife.

F. Zambia CBNRM Forum (ZCBNRMF)

The Zambia CBNRM Forum is a registered non-profit society in Zambia since 2005 and has membership across the country. Its partner organization, the Community Resource Boards Association, was set up in 2016 and represents 86 CRBs involved in tourism and other nature-based businesses.

The Zambia CBNRM Forum and the national Community Resource Boards Association have been active in response to community needs since the onset of the COVID pandemic and are well placed to support data collection for the Platform. Together they represent over 2 million people who live in the Game Management Areas throughout Zambia's main wildlife areas. The two organizations have existing structures to work with the communities and strong partnership with government at local and national level as well.

G. Zimbabwe - CAMPFIRE Association (CAMPFIRE)

The CAMPFIRE Programme was created in the 1980s as a rural development programme especially for wildlife-rich, and hot and semi-arid regions (commonly agro-ecological regions IV and V) of Zimbabwe which are marginal for subsistence agriculture. CAMPFIRE, as currently configured, was first implemented in 1988 with two districts as pilots. As of 2016, a total of 58 Districts were implementing CAMPFIRE programmes. To date about fifteen (15) Rural Districts (representing about 400,000 households) have maintained active CAMPFIRE projects, especially safari hunting, and are generating income for the participating communities, while other districts are involved in a range of tourism initiatives and non-hunting activities.

CAMPFIRE is part of a broader concept of Community Based Natural Resources Management (CBNRM) and is premised on the conservation and sustainable utilization of wildlife and other natural resources as a livelihood option for rural communities. The association, being a Zimbabwe-registered NGO, is experienced with implementing community-based natural resource management and community livelihoods projects in the country.

Currently the Association has secured a grant through the Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA) to mitigate the negative effects of the COVID-19 pandemic by securing livelihoods of rural communities; human wildlife conflict mitigation; community law enforcement, health and social services; monitoring, evaluation, reporting and awareness in at least five districts under KAZA.

Annex D: GEF and non-GEF initiatives for potential coordination

GEF Projects	Linkages and Coordination
<p>Title: Global Wildlife Program – Phase 1</p> <p>GEF Agency: World Bank</p> <p>Total Program Cost: US\$ 130,576,885</p> <p>Phase I Countries: Botswana, Kenya, Malawi, Mozambique, South Africa, Tanzania, Zambia, Zimbabwe</p> <p>Period: 2016-2022</p>	<p>The first phase of the Global Wildlife Program was launched in GEF-6 as the “Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development” Program. The overarching objective is “to promote wildlife conservation, wildlife crime prevention and pro-conservation sustainable development to reduce impacts to known threatened species from poaching and illegal trade”. The Program consists of 10 countries, 8 of which are in the southern and eastern Africa region in which the proposed project will focus. The Global Coordination project and the child projects listed below provide potential coordination linkages with the proposed project related to Outcome 2 of the program on increased community engagement to live with, manage and benefit from wildlife.</p> <p>Global Coordination Project: “Coordinate Action and Learning to Combat Wildlife Crime” (GEF ID 9211; GEF Agencies: World Bank and UNDP; Total Project Cost: US\$ 7 million). Component 1 on Program Coordination has two subcomponents: 1.1 on coordination amongst the GWP implementation agencies and participating countries, and 1.2. on coordination among international donors combatting illegal wildlife trade. The coordination grant also established an International Donor Coordination Roundtable (IDCR) for donors to convene and exchange information on their programs and projects which meets quarterly. These two subcomponents are excellent entry points for coordination with the proposed Platform, particularly around donors combatting IWT who may also have funding available for COVID19 relief and recovery efforts in the wildlife conservation space.</p> <p>Botswana Child Project: “Managing the Human-Wildlife Interface to sustain the Flow of Afro-Ecosystem Services and Prevent illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands” (GEF ID 9154; GEF Agency: UNDP; Total Project Cost US\$6 million) – the project will establish 4 value chains and 3 ecotourism business and also focuses on recognition and management of conservation areas for protecting wildlife migratory corridors. Specifically, in Component 2, the project will support skills development as well as links to markets and investment capital for the value chains and tourism ventures</p>

	<p>developed, which could be an entry point for coordination with the proposed NBT platform.</p> <p>Kenya Child Project: “Combating Poaching and Illegal Wildlife Trafficking in Kenya Through an Integrated Approach” (GEF ID: 9659; GEF Agency: UNDP; Total Project Cost US\$3.8 million) – Component 3 of the project is on Strengthening Community Wildlife Conservancies in Tsavo and Maasai Mara Ecosystems through establishment of a small grant facility, capacity building and piloting revenue-generating options. Under Component 3, the project will establish between two and three new community conservancies (one or two in Maasai Mara and one in the Taita Taveta area in Tsavo ecosystem) and provide technical assistance to establish a Trust Fund to be operationalized through the Kenya Wildlife Conservancy Association to ensure long-term access to micro-financing. This trust fund could be linked to the proposed NBT Platform to ensure access to the platform for the conservancies and communities served through this UNDP GWP Project.</p> <p>Malawi Child Project: “Shire Valley Transformation Program – I” (GEF ID 9842; GEF Agency: World Bank; Total Project Cost: US\$ 5.6 million). In sub-component 2.2 of the project, field-level investments in and around Lengwe National Park, Mwabvi and Majete Wildlife Reserves, Matandwe Forest Reserve and the Elephant Marshes Proposed Sustainable Use Wetland reserve, targeted support will be provided to the conservation areas to strengthen conservation and community management and encourage private sector investment (e.g. by tourism concession investors) that could boost revenues for re-investment in local community development and conservation management. Coordination with the proposed platform could help provide linkages between private tourism investors and these communities.</p> <p>Mozambique Child Project: “Strengthening the Conservation of Globally Threatened Species in Mozambique through Improving Biodiversity Enforcement and Expanding Community” (GEF ID: 9158; GEF Agency: UNDP; Total Project Cost: US\$15.8 million). Under Outcome 3 of the project, 3 new community conservancies will be created to expand Gorongosa National Park and more sustainably manage the Mecula – Marrupa Corridor within the Niassa Reserve. There is coordination</p>
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	<p>potential with the conservancies created in Gorongosa and the proposed project.</p> <p>Tanzania Child Project: “Combatting Poaching and the Illegal Wildlife Trade in Tanzania through an Integrated Approach” (GEF ID: 9156; GEF Agency: UNDP; Total Project Cost: US\$5.4 million). Component 3 of the project focuses on improving rural livelihoods through enhanced community-based management of natural resources for sustainable socio-economic development. The project will provide support for sustainable livelihood diversification to help address needs of local communities in the Mbomipa, Waga and Umemaruwa Wildlife Management Areas and the Chamwino community in the larger Ruaha-Rungwa ecosystem. To the extent possible, this output will build on partnerships with already operational CBOs, NGOs and private sector and in coordination with the World-Bank funded REGROW project and may include a micro-credit facility or establishment of a community revolving loan fund. As with the Kenya child project, the micro-credit facility/revolving loan fund in this project could be linked to the NBT platform for any possible NBT tourism opportunities in the target areas.</p> <p>Zambia child Project: “Zambia Integrated Forest and Sustainable Land Management Program” (GEF ID: 9213; GEF Agency: World Bank; Total Project Cost: US\$ 8.05 million). The project seeks to “improve landscape management and increase environmental and economic benefits for targeted rural communities in Eastern Province and to improve the communities’ capacity to respond promptly and effectively to an eligible crisis or emergency”. One of the focus areas of sub-component 2.2. on wildlife management around Lukusuzi National Park is around adoption of improved management practices of wildlife at community level with the goal of contributing to improved livelihoods. Among others, the project will support investments in infrastructure (guard houses and other park buildings, existing roads and tracks) to facilitate park management and ecotourism. The proposed project could coordinate with the Zambia child project beneficiary communities in Eastern Province to link access to the platform and NBT opportunities in the area.</p> <p>Zimbabwe Child Project: “Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe” (GEF ID: 9660; GEF</p>
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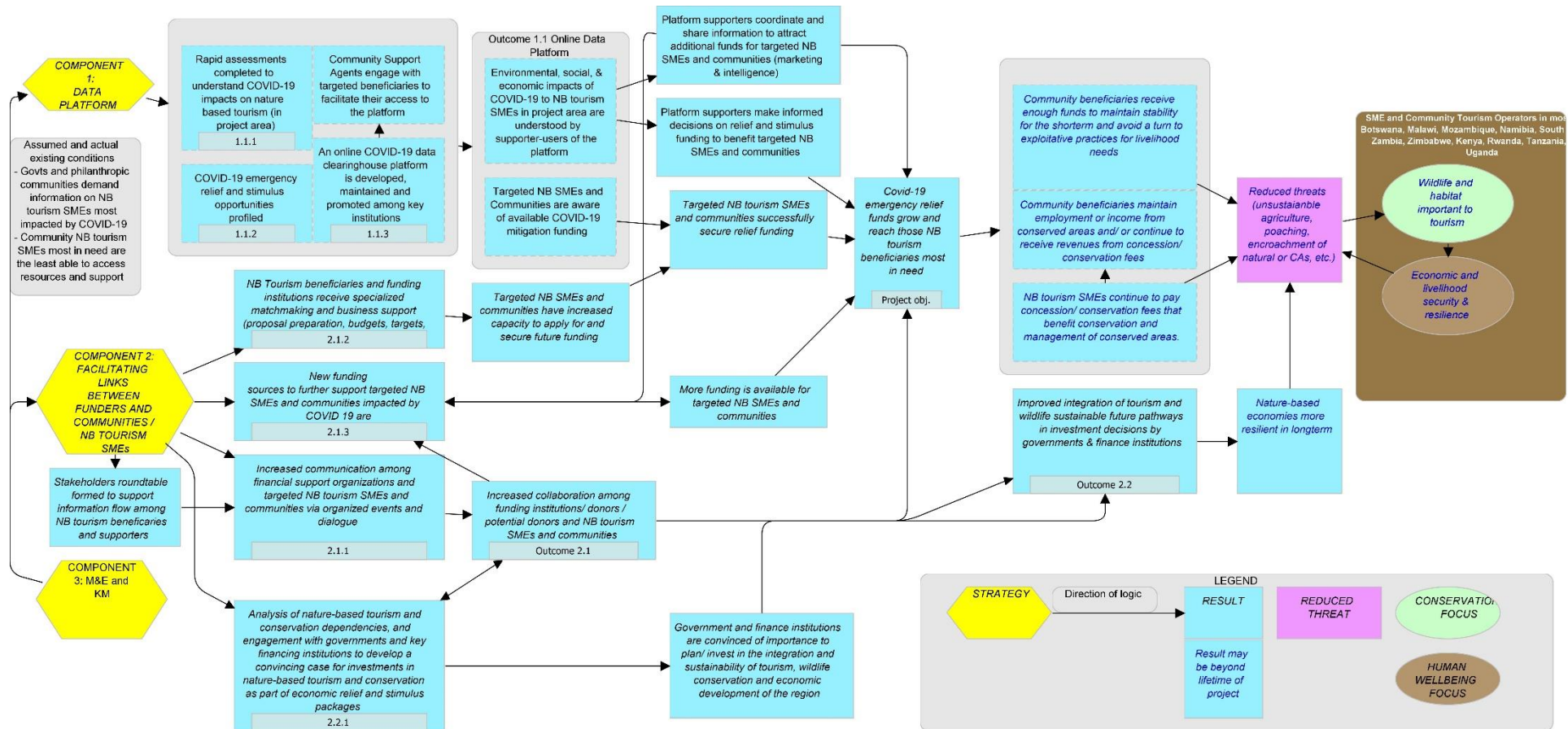
	<p>Agency: UNDP; Total Project Cost: US\$ 12.03 million).</p> <p>Component 2 of the project seeks to strengthen the country's protected area estate and Communal Areas Management Program for Indigenous Resources (CAMPFIRE) through establishment of 6 CAMPFIRE Wildlife Conservancies (CWCs) in Mbire, Hurungwe and Muzarabani Districts to increase benefits from wildlife for local communities via new governance and management models. The proposed project could coordinate with the new CAMPFIRE CWCs for access to the proposed platform.</p>
<p>Title: Global Wildlife Program – Phase II</p> <p>GEF Agency: World Bank</p> <p>Total Program Cost: US\$ 99,207,741</p> <p>Country child projects: Namibia, South Africa</p> <p>Period: 2020-2027</p>	<p>The second phase of the Global Wildlife Program launched in GEF-7 has as its objective to “promote wildlife conservation and crime prevention for sustainable and resilient development” and added 16 countries to the Program, 2 in southern Africa – Namibia and South Africa. The Program components are: 1) Conserve Wildlife and Enhance Habitat Resilience; 2) <i>Promote Wildlife-based and resilient economies</i>; 3) Combat Wildlife Crime; 4) Reduce Demand and Disrupt Markets; and 5) Coordinate and Enhance Learning.</p> <p>Global Coordination project: (GEF Agency: World Bank) seeks to strengthen the Program's coordination and knowledge management platform to promote wildlife-based economies and combat IWT. It will promote regional collaboration of national projects on transboundary goals, facilitate peer-to-peer exchanges, engage new partners to bring industry-leading technological know-how and additional funding. Coordination linkage opportunities should be explored.</p> <p>Namibia Child Project “Integrated Approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia” (GEF Agency: UNDP; Total Project Cost: US\$ 6,427,018) will focus its interventions in the North-East (Kavango-Zambezi) region, the North-Central Region centred on Etosha National Park and surrounding communal conservancies and farmlands and the North-West or Kunene Region, centred on the Palmwag, Etendeka and Hobatere Concession areas and their associated greater community conservancies. There is coordination potential with Component 3 of the project (Building the wildlife economy to promote coexistence) which seeks to catalyse the establishment of wildlife-based enterprises (at least one in each landscape) to generate economic benefits for communities. These wildlife-</p>

	<p>based enterprises and associated communities in the landscape may benefit from access/information/funding linked to the proposed platform.</p> <p>South Africa Child Project “South Africa Biodiversity Economy and Illegal Wildlife Trade” (GEF Agencies: UN Environment for Pillar 1 and World Bank for Pillar 2); Total Project cost US\$13,427,982). Pillar 2 of the project under WB will work in landscapes around iSimangaliso Wetland Park and Kruger National Park, and will work with communities, individual entrepreneurs, SMEs and CBOs to maximize the potential of PAs as ‘hubs’ for local development and establish a model of conservation-compatible rural development for scaling up. Beneficiaries will be empowered to be stewards of wildlife and develop wildlife-based economic activities and tourism products to attract further funding. If the landscapes are identified as priority areas for the Platform project there is potential for coordination of activities in implementation.</p> <p>South Africa Child Project “Reducing Human Wildlife Conflict through an Evidence-based and Integrated Approach in Southern Africa” (GEF Agency: UNEP; Total Project Cost: US\$ 3,427,982). Component 7 of the project will identify value chains and business opportunities and develop opportunity studies for these, including a map of potential private sector operators interested in engaging with local communities, which could be an entry point for coordination with the proposed platform.</p>
<p>Title: Drylands Sustainable Landscapes (DSL) Impact Program</p> <p>GEF Agency: FAO</p> <p>Relevant country child projects and their implementing agencies: Botswana (FAO), Kenya (IUCN)</p> <p>Program Budget: 95,844,674</p> <p>Period: 2020-2025</p>	<p>The DSL Program has as its objective to “avoid, reduce, and reverse further degradation, desertification, and deforestation of land and ecosystems in drylands through the sustainable management of production landscapes”. One of the Program’s three geographic areas of focus are the Miombo and Mopane ecosystems of southern Africa. The program has 3 components which mirror the components of each child project: 1) Conditions for innovative and integrated approaches to dryland management; 2) technical and financial capacities for scaling up sustainable management and restoration in drylands; and 3) programme-wide knowledge and coordination.</p> <p>Botswana: “Integrated sustainable and adaptive management of natural resources to support land degradation neutrality and livelihoods in the Miombo-Mopane landscapes of North-east</p>

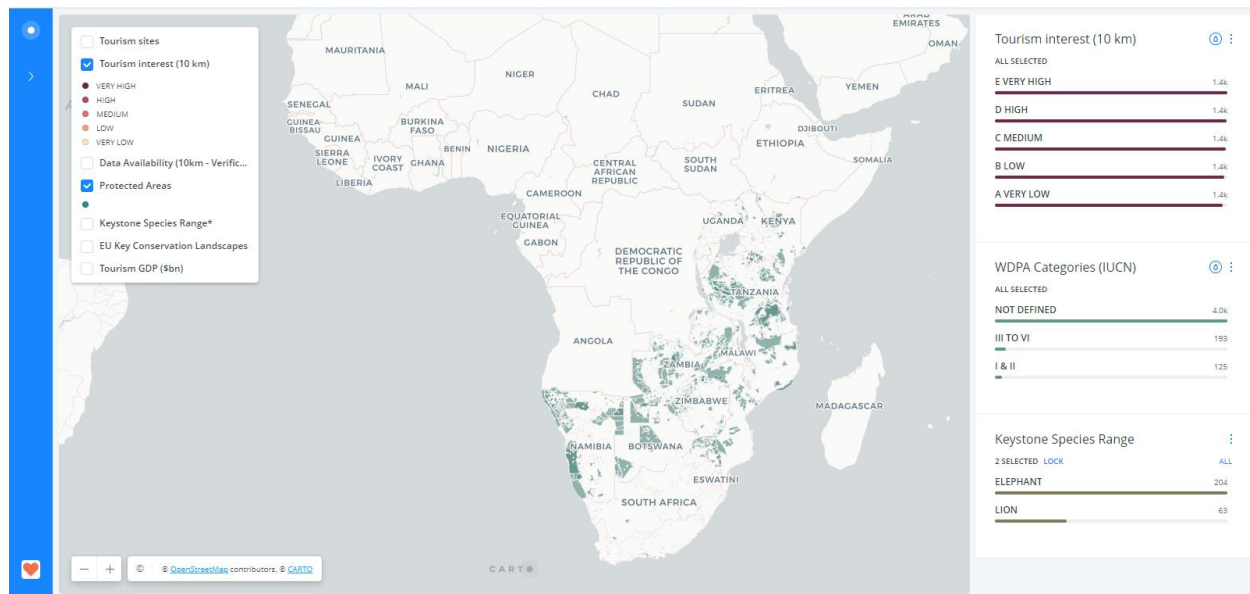
	<p>Botswana” (GEF ID 10255; GEF Agency: FAO; Total Project cost: USD \$ 5,354,587). Coordination potential around Component 2 of the project as it will “support the development of green value chains promoting the diversification of agroecological food production systems linked to existing/new tourism business, through effective and equitable public-private partnerships”.</p> <p>Kenya: “Strengthening forest management for improved biodiversity conservation and climate resilience in the Southern rangelands of Kenya”. (GEF ID: 10292; GEF Agency: IUCN; Total Project Cost: USD \$5,354,587). Working with the Ministry of Environment and Forests and the National Environmental Management Authority as Executing Agencies, this project will support the South Rift Association of Land Owners conservancies to develop ecotourism ventures to benefit from the wildlife economy. the project will make investments to boost community and household income from nature-based tourism opportunities, clean energy and on-farm restoration efforts to curtail illegal logging. The proposed project will explore linkage opportunities with the SORALO conservancies and the ecotourism ventures and the platform. As the project document is under preparation, further coordination potential will be gleaned once it is submitted and publicly available.</p> <p>Namibia: “Integrated landscape management to reverse degradation and support the sustainable use of natural resources in the Mopane-Miombo belt of Northern Namibia.” (GEF Agency: FAO; Total project cost: USD \$6,130,275). Component 2 of the project will support the establishment/strengthening of diversified commodity value chains and local food systems to achieve more resilient livelihoods based on the sustainable use of a variety of climate-adapted crops, NTFPs, and tourism.</p> <p>The Drylands IP Global Coordination Project (GCP) led by FAO will ensue region-wide inter-country coordination of child projects to create synergies and limit duplication risks (using where possible existing global and regional policy platforms like SADC, Great Green Wall, UNCCD Knowledge Hub and Global Mechanism). The GCP will also ensure child projects respond to lessons learned regionally and globally and link them to regional and global knowledge hubs and technical communities of</p>
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	practice such as Global Landscapes form, World Overview of Conservation approaches and Technologies, among others.
<p>Title: Inclusive Conservation Initiative (ICI)</p> <p>GEF ID: 10404</p> <p>GEF Agencies: CI, IUCN</p> <p>Candidate geographic regions: East Africa Drylands, Coastal East Africa</p> <p>Budget: USD 22,535,780</p> <p>Period: 2020-2025</p>	<p>The objective of the Inclusive Conservation Initiative is to “enhance Indigenous Peoples and Local Communities (IPLCs) efforts to steward land, waters and natural resources that deliver global environmental benefits”. The initiative will: i) provide direct financial support to 7-10 IPLC-led initiatives (to be selected) in priority geographies with high biodiversity value and potential to deliver GEBs, supporting IPLCs in securing and enhancing their stewardship over 3,555,000 hectares; ii) establish platforms, peer learning networks and knowledge resources for enhanced IPLC capacity, with a focus on project and financial management skills and design of sustainable finance mechanisms; iii) targeted engagements in international environmental policy and relevant international platforms; and iv) generation and dissemination of results, lessons learned and application of traditional knowledge from the ICI.</p> <p>Of particular interest to the proposed project, is the IPLC Inclusive Conservation Academy (ICLA) that will be established as part of Component 2 of the ICI, to serve as the learning and knowledge hub of the project. The ICLA will be a cross-cutting virtual learning center aimed at increasing IPLC access to learning at all levels, and a place to collate materials and link to related platforms, involving a wider range of IPLC organizations and networks within and beyond project geographies. Linkages to and exchanges with the proposed platform can be explored during the ICI’s first year of implementation which will focus on process.</p>
<p>Project Title: Using systemic approaches and simulation to scale nature-based infrastructure for climate adaptation</p> <p>GEF Agency: UNIDO</p> <p>Geography: Global</p> <p>Budget: USD \$2 million</p> <p>Period: 2021-2026</p>	<p>This project seeks to increase investment in nature-based infrastructure that can help adapt to the impacts of climate change. The project, executed by IISD, will use data from the EU’s Copernicus Climate Change Service and will include a public online database making information on the valuation and performance of nature-based infrastructure available to a wide variety of decision-makers, project partners and stakeholders. There could be valuable lessons learned and learning exchanges between the platforms.</p>

Annex E: Detailed Theory of Change



Annex F: Screenshot of prototype mapping tool



Annex G: Draft Community Survey

BASIC INFORMATION

A. Identification & data authorisation

Basics of the respondent and data use authorisation

B. About your area, the land tenure and your conservation contribution

- 1) What is the ownership or land tenure status of the area?
- 2) What are your contributions to conservation - management, custodianship?
- 3) Which protected area is closest to you?

C. About your enterprise:

- 4) Who owns the enterprise?
- 5) What kinds of paid services do you provide to others in the NB tourism industry?
- 6) What types of value chain services do you provide to others in the NB tourism industry?
- 7) What products/goods do you sell to NB tourism operations?
- 8) Who do you sell your products/services to?

D. If you are running a community-owned NB tourism operation:

- 9) How many people were employed before the COVID-19?

FINANCIAL INFORMATION

A. Income & expenditure (past and present)

- 1) What income (revenue - money) does your business/conservancy/community make from tourism?
- 2) If you run a community-owned NB tourism operation - what are your local salary costs?

B. Needs and actions due to COVID-19

- 3) What measures have you put in place, or are you planning, due to COVID-19?
- 4) Have any organisations been providing you with support to assist with COVID-19 challenges?
- 5) Which of the following are your most immediate concerns?
- 6) What support does your goods & services enterprise or community-owned NB tourism facility still need?
- 7) The current financial gap: In the best of all possible situations, approximately how much money do you still need for the following activities, assuming tourism revenues will begin to flow again by early to mid 2021?
- 8) What type of financial support would you seek?
- 9) What sources of funding would work for your business?
- 10) Final comments/wrap up

Questions for Collaborative Platform survey

Purpose: Assess the degree to which local communities are being impacted by COVID-19

Target audience: Community members who support the tourism value chain, as suppliers of tourism goods and services and entrepreneurs

A. Identification & data authorization

- I. Introduction: Explanation for the survey - what information is asked; why; what they can benefit or expect from participating and providing the information requested
- II. Confidentiality & data use:

Confidentiality: if you are willing for your answers to be used by others participating in the Collaborative Platform to assist COVID-19 responses, please use the tick-boxes below. If you are not willing to share your individual responses they will be aggregated with those of others and used anonymously for the design of the Collaborative Platform. We need to discuss this and be clear and comfortable with the approach

a) I agree to share my contact details with others

- ☐ Yes
☐ No

b) I agree to share financial information with others

- ☐ Yes
☐ No

c) I agree to share all information I have provided with other

- ☐ Yes
☐ No

d) I do not want any of my information shared with others

- ☐ Yes
☐ No

e) Do you want to have your information added to the 'platform'?

- ☐ Yes
☐ No

III. Contact details

Your name: _____

Gender: ☐ Male ☐ Female ☐ Other (please specify): _____Country: [Select from dropdown.](#)

Name of institution/conservancy/enterprise you represent: _____

Your position in the institution/conservancy/enterprise you represent: _____

Address: _____

Email address: _____

Phone number: _____

Currency you prefer to answer questions in: [Select from dropdown](#)**B. About your area, the land tenure and your conservation contribution****1) What is the ownership or land tenure status of the area?**

Please indicate all relevant categories (you can tick more than one option):

- ☐ Government land
- ☐ Community conservancy
- ☐ Other forms of communal land
- ☐ Private land
- ☐ Private conservancy
- ☐ Other (please specify): _____

2) Which protected area is closest to you?

Note:

"Protected areas"

include all IUCN categories, including national parks, reserves, community conservation areas, conservancies, and transfrontier conservation areas etc

Are you or your institution/enterprise located...

- ☐ Inside the protected area
- ☐ Outside (within 50 km of the protected area)
- ☐ Outside (further than 50 km away)

3) What are your contributions to conservation - management, custodianship?

Please describe the role of the community in the management and custodianship of the land and its wildlife. Provide any distinguishing features about the area, its wildlife, its people and the role of tourism in its local economy:

Notes:

C. About your enterprise

4) Who owns the enterprise?

- ☐ Community
- ☐ Association with members
- ☐ Cooperative
- ☐ Individual
- ☐ Family
- ☐ Joint-venture partnership

5) What kinds of paid services do you provide to others in the NB tourism industry?

Please indicate all relevant categories

- ☐ Game viewing/safaris
- ☐ Guide
- ☐ Game spotting
- ☐ Law enforcement - community rangers/game guards
- ☐ Wildlife monitoring - community rangers/game guards
- ☐ Lease or concession of land for tourism
- ☐ Lease or concession of a tourism enterprise to an operator
- ☐ Traversing or transit access on land
- ☐ Tourist security
- ☐ Vehicle transfers
- ☐ Processing wildlife products (e.g. from hunting)
- ☐ Community visits
- ☐ Fishing
- ☐ Hiking and trails
- ☐ Birding
- ☐ Canoeing
- ☐ Catering
- ☐ Gardening
- ☐ Other (please specify): _____

6) What types of value chain services do you provide to others in the NB tourism industry?

Please indicate all relevant categories

- ☐ Accommodation (e.g. lodge, camp, hotel, B&B etc)
- ☐ Restaurant/bar
- ☐ Tour operator / ground handler
- ☐ Conservancy land
- ☐ Activity / adventure / cultural experience provider
- ☐ Hunting
- ☐ Transport (taxi, shuttle, vehicle hire etc)
- ☐ Local Shop / Spaza / Duka
- ☐ Market stall
- ☐ Buyer/supplier/intermediary/reseller
- ☐ Farmer
- ☐ Other (please specify): _____

7) What products/goods do you sell to NB tourism operations?

Please indicate all relevant categories

- ☐ Vegetables
- ☐ Meat
- ☐ Drink
- ☐ Vehicles
- ☐ Craft/curios/décor
- ☐ Other (please specify): _____

8) Who do you sell your products/services to?

Please indicate all relevant categories

- ☐ International tourists and visitors
- ☐ Local tourists
- ☐ Tourism companies, camp/lodge owners
- ☐ Producers (e.g. farmers)
- ☐ Members of the public
- ☐ Re-sellers
- ☐ Other (please specify): _____

D. If you are running a community-owned NBT operation

9) How many people were employed before the COVID-19?

Please insert numbers for each category below

I. Type of employment:

Full time: _____

Part time: _____

Seasonal: _____

Casual (paid on a daily basis): _____

II. Gender:

Male: _____

Notes:

Female: _____
Gender (other): _____

III. Origin

Expatriate: _____
Nationals, recruited from more than 50 km away: _____
Locals, recruited from within 50 km: _____

10) How many people are employed currently?

I. Type of employment:

Full time: _____
Part time: _____
Seasonal: _____
Casual (paid on a daily basis): _____

II. Gender:

Male: _____
Female: _____
Gender (other): _____

III. Origin:

Expatriate: _____
Nationals, recruited from more than 50 km
away: _____
Locals, recruited from within 50 km: _____

Please add any comments on changes to help explain your answers between (9) and (10):

E. Income & expenditure (past and present)

11) What income (revenue - money) does your business/conservancy/community make from tourism?

Please insert the typical monthly value...

Notes:

In 2018: _____

In 2019: _____

In a typical month (before COVID): _____

In 2020 to date: _____

In a typical month since COVID-19 lockdowns began (from March 2020): _____

☐ Prefer not to say

Please add any comments on changes in employees to help explain your answers:

12) If you run a community-owned NB tourism operation - what are your local salary costs?

Please insert the typical monthly value...

In a typical month (before COVID): _____

In 2020 to date: _____

In a typical month since COVID-19 lockdowns began (from March 2020): _____

☐ Prefer not to say

Please add any comments on changes to help explain your answers

F. Needs and actions due to COVID-19

13) What measures have you put in place, or are you planning, due to COVID-19?

☐ Borrowed capital from bank, family/friends, other

☐ Prepared funding proposals for donors

Notes:

- ☐ Temporary closure of any community-owned tourism facilities
- ☐ Permanent closure of any community-owned tourism facilities
- ☐ Other (please specify): _____

14) Have any organisations been providing you with support to assist with COVID-19 challenges?

Types of supporters:

- ☐ Small business lenders (e.g organisations offering secured loans to SMEs)
 - ☐ Crowdfunding (i.e. internet-based sourcing of funds)
 - ☐ Family and friends
 - ☐ Donor agencies (e.g. local or foreign aid assistance)
 - ☐ NGOs operating in the area
 - ☐ Government (stimulus payments)
 - ☐ Banks (e.g. debt and asset finance)
- ☐ Venture capitalist (e.g. secured a loan or sold shares in community-owned tourism facilities)
- ☐ Angel investor (i.e. A high net worth individual or small group of individuals)
- ☐ Other (please specify): _____

Type of support provided:

- ☐ Advice on communicating with supporters
- ☐ Advice on health and safety precautions
- ☐ Financial support for cashflow
- ☐ Financial support for recovery
- ☐ Commercial debt repayment support
- ☐ Unemployment support for workers
- ☐ Expert advice on business strategy and recovery
- ☐ Virtual training for upskilling entrepreneurs and staff
- ☐ Identification of new /diversified livelihood opportunities
- ☐ Information about business and marketing options
- ☐ Other (please specify)

Value of support if financial: _____

Organisation 1:

Name: _____

Phone: _____

Notes:

Email: _____

Type of organisation:

- ☐ Small business lenders (e.g. organisations offering secured loans to SMEs)
 - ☐ Crowdfunding (i.e. internet-based sourcing of funds)
 - ☐ Family and friends
 - ☐ Donor agencies (e.g. local or foreign aid assistance)
 - ☐ NGOs operating in the area
 - ☐ Government (stimulus payments)
 - ☐ Banks (e.g. debt and asset finance)
- ☐ Venture capitalist (e.g. secured a loan or sold shares in community-owned tourism facilities)
- ☐ Angel investor (i.e. A high net worth individual or small group of individuals)
 - ☐ Other (please specify): _____

Type of support provided:

- ☐ Advice on communicating with supporters
 - ☐ Advice on health and safety precautions
 - ☐ Financial support for cashflow
 - ☐ Financial support for recovery
 - ☐ Commercial debt repayment support
 - ☐ Unemployment support for workers
 - ☐ Expert advice on business strategy and recovery
 - ☐ Virtual training for upskilling entrepreneurs and staff
 - ☐ Identification of new /diversified livelihood opportunities
 - ☐ Information about business and marketing options
 - ☐ Other (please specify): _____

Value of support if financial: _____

Were they providing support previously, or is it a new supporter in relation to COVID-19?

☒ Existing ☐ New

Organisation 2:

Name: _____

Phone: _____

Email: _____

Notes:

Type of organisation:

- ☐ Small business lenders (e.g. organisations offering secured loans to SMEs)
 - ☐ Crowdfunding (i.e. internet-based sourcing of funds)
 - ☐ Family and friends
 - ☐ Donor agencies (e.g. local of foreign aid assistance)
 - ☐ NGOs operating in the area
 - ☐ Government (stimulus payments)
 - ☐ Banks (e.g. debt and asset finance)
- ☐ Venture capitalist (e.g. secured a loan or sold shares in community-owned tourism facilities)
- ☐ Angel investor (i.e. A high net worth individual or small group of individuals)
- ☐ Other (please specify): _____

Type of support provided:

- ☐ Advice on communicating with supporters
- ☐ Advice on health and safety precautions
 - ☐ Financial support for cashflow
 - ☐ Financial support for recovery
 - ☐ Commercial debt repayment support
 - ☐ Unemployment support for workers
 - ☐ Expert advice on business strategy and recovery
 - ☐ Virtual training for upskilling entrepreneurs and staff
 - ☐ Identification of new /diversified livelihood opportunities
 - ☐ Information about business and marketing options
 - ☐ Other (please specify): _____

Value of support if financial: _____

Were they providing support previously, or is it a new supporter in relation to COVID-19?

- ☐ Existing ☐ New

15) Which of the following are your most immediate concerns?

- ☐ Health and safety of the community
- ☐ Food security for the community
- ☐ Water security for the community
- ☐ Cashflow
- ☐ Longer term financial consequences for the community
- ☐ Access to national stimulus/support measures
- ☐ Resilience of the business

- ☐ Subsistence poaching of wild species
- ☐ Commercial poaching of wild species
- ☐ Environmental crime
- ☐ Crime prevention
- ☐ Other (please specify): _____

Notes:

16) What support does your goods & services enterprise or community-owned NB tourism facility still need?

- ☐ Advice on communicating with customers
- ☐ Advice on health and safety precautions
- ☐ Financial support for cashflow
- ☐ Financial support for recovery
- ☐ Revisiting supply chain processes
- ☐ Unemployment support for workers
- ☐ Best practices shared from others
- ☐ Expert advice on strategy for livelihood recovery & resilience
- ☐ Virtual training for upskilling community members
- ☐ Identification of new livelihood options
- ☐ Tax deductions or deferments
- ☐ Commercial debt repayment support
- ☐ Research and forecasts for business planning purposes
- ☐ Information about business and marketing options
- ☐ Information on diversification of tourism base
- ☐ Expert advice on strategy for business recovery & resilience
- ☐ Other (please specify): _____

17) The current financial gap: In the best of all possible situations, approximately how much money do you still need for the following activities, assuming tourism revenues will begin to flow again by early to mid 2021?

Antipoaching: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Staff salaries: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Safety and security: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Safety and security: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Safety and security: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Environmental education: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Conservation: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Staff training and development: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Buying local goods and services: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Supporting community projects (e.g. schools, health, infrastructure): ☐ Yes
☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

Staff to local staff: ☐ Yes ☐ No

Value needed: _____

Notes:

When is the support needed until? [Select date](#)

Other comments: _____

Rental payments: ☐ Yes ☐ No

Value needed: _____

When is the support needed until? [Select date](#)

Other comments: _____

18) What type of financial support would you seek?

Grant (non-repayable funds or products):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Equity (capital provided for shares in the business):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Debt (a loan that requires repayment over a set period of time at a set rate of interest):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Quasi-equity (form of capital with debt-like properties and equity-like functionality):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Takeover finance or refinancing (loan finance offered to well-established concerns with satisfactory credit records):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Other (please specify): _____

19) What sources of funding would work for your business?

Government (grant finance, incentives):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Institutional funders (e.g. pension funds, governments, not-for-profit organizations, companies):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Banks (e.g. debt and asset finance):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Venture capitalist (e.g. growth equity or secured loan capital):

Notes:

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Angel investor (i.e. A high net worth individual or very small group):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Small business lenders (e.g organisations offering secured loans to SMMEs):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Donors (e.g. local or foreign aid assistance):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Crowdfunding (i.e. internet-based to multiple investors who each contribute):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Peer-to-peer lending (P2P) platforms (i.e. which match lenders with borrowers):

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Family and friends:

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

Other (please specify): _____

☐ Definitely ☐ Quite likely ☐ Maybe ☐ No

20) Final comments/wrap up

Please add any other comments or thoughts you would like to share:

Countries and languages for distribution:

Country (East and Southern Africa)

Botswana

Kenya

Malawi

Mozambique

Namibia

Rwanda

Languages (to check which are used for reading/writing)

English, Tswana, Koi-san

English, Swahili, possibly Maa

English, Chichewa

Portuguese, Makhuwa, Sena, Swahili

English, Khoekhoe, Afrikaans, Herero, Kwangali

English, French, Kinyrwanda

South Africa	English, Ndebele, Northern Sotho, Sotho, Swati, Tsonga, Tswana, Venda, Xhosa, Zulu, Afrikaans
Tanzania	English, Swahili
Uganda	English, Luganda, Swahili
Zambia	English, Bemba, Nyanja, Tonga, Lozi, Lunda, Kaonde, Luvale
Zimbabwe	English, Chewa, Chibarwe, Kalanga, Koisan, Nambya, Ndaou, Ndebele, Shangani, Shona, Sotho, Tonga, Tswana, Venda, and Xhosa

Annex H: Draft criteria for SME participation

- Operate in one or more important area(s) for wildlife in one or more of the 11 target countries.
- Operate in places where nature-based tourism is a valuable economic activity.
- Are strongly dependent on nature-based tourism for their income and/or employment.
- Have a track record of being a viable business before the pandemic.
- Have a demonstrable positive economic impact at the local level.
- Have suffered a material loss of income due to the COVID-19 pandemic.
- Meet the highest standards of practice when working with local communities, including the payment of fair and competitive rates for land leasing, local salaries etc.
- Have a total annual turnover of less than US\$ 8 million.
- Are owner managed and without a significant component of external shareholders.

Annex I: Draft SME survey

A. Eligibility to participate, consent and privacy

Eligibility

You can register your interest in the Africa NBT Platform, if the Small to Medium nature-based tourism Enterprise (SME) you are representing meets the eligibility criteria, by completing this questionnaire.

Consent

You agree that the project partners may use and store your responses to this questionnaire to help design, deliver and target support under the Africa NBT Platform.

Privacy

Any confidential personal and private information that you provide, such as your name, address and other personal or commercial information, will be used exclusively in the work of the key structures of the Africa NBT Platform that are designed to overcome the barriers to funds flowing from funding agencies (donors and investors) to the principal beneficiaries (communities and SMEs). These data will not be published or otherwise shared for any other purpose. If you have any questions about how your data will be stored and used, or if you change your mind after completing the questionnaire about giving consent to store and use your data, please contact us.

1) Which of the following criteria apply to the Enterprise that you represent?

Please tick all that apply. **SMEs registering on the platform must meet all the**

criteria. Supporting evidence is not required at this stage but verification will be carried out if you are accepted onto the platform.

- ☐ Operates in one or more important area(s) for wildlife in one or more of the 11 target countries (Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia and Zimbabwe).
- ☐ Operates in places where nature-based tourism is a valuable economic activity.
- ☐ Strongly dependent on nature-based tourism for income and/or employment.
- ☐ Track record of being a viable business before the pandemic.
- ☐ Demonstrable positive economic impact at the local level.
- ☐ Suffered a material loss of income due to the COVID-19 pandemic.
- ☐ Meets the highest standards of practice when working with local communities, including the payment of fair and competitive rates for land leasing, local salaries etc.
- ☐ Had annual revenue (income from the sale of goods and services) of less than US\$ 10 million in 2019.
- ☐ Owner managed and without a significant component of external shareholders.

- 2) Do you give consent to the Project Partners to store and use the information that you provide for the purposes of creating, improving and targeting support (including "match-making" between potential supporters and the Enterprise you represent) through the Africa NBT Platform?

You must give consent to participate in this survey. The information you provide will be kept for as long as the Platform is active. You can withdraw your consent if you email a request asking for your data to be deleted.

☐ Yes ☐ No

- 3) Do you give consent to the Project Partners to contact you about the African Collaborative Platform or related initiatives?

You must give consent to participate in this survey

☐ Yes ☐ No

B. Your contact details and information about the SME that you represent

- 4) Please provide your name and contact details below.

Your first name: _____

Your surname: _____

Your job title: _____

Your role (main responsibilities): _____

Your work email address: _____

Your work phone number (including country dialing code): _____

- 5) What is the name and postal address of the Enterprise that you are representing? If the enterprise has more than one address or location, please provide details for its head office or main location.

Fields marked with an asterisk are mandatory.

*Name: _____

*Address: _____

Address 2: _____

City/Town: _____

State/Province: _____

Postal Code/ZIP: _____

*Country: _____

- 6) What type of organisation is the Enterprise?

- ☐ Private sector for-profit company
☐ Community organisation
☐ Parks Authority
☐ Other (please specify): _____

- 7) In which of the following countries does the Enterprise operate (please tick all that apply)?

- ☐ Botswana
☐ Kenya
☐ Malawi
☐ Mozambique
☐ Namibia
☐ Rwanda
☐ South Africa
☐ Tanzania
☐ Uganda
☐ Zambia
☐ Zimbabwe

- 8) How many employees does the Enterprise have?

☐ 0-19 ☐ 20-49 ☐ 50-99 ☐ 100-199 ☐ 200 or more

- 9) In what currency does the Enterprise report on its annual revenue? *Please select one of the currencies from the dropdown list.*

Select from dropdown

If other, please specify: _____

- 10) What are the start and end dates of the Enterprise's financial year?

Start date: Select day

Select month

End date: Select day Select month

11) What was the Enterprise's annual revenue (meaning income from selling goods and services before any deductions) in each of the following financial years? *Please provide your answer in numerical form, for example 500,000*

2018: _____

2019: _____

12) What is the Enterprise's projected annual revenue in 2020? *Please provide your answer in numerical form.*

C. Details about the site(s)/facilities of the Enterprise that you represent

Please provide details for each site/ facility that the Enterprise operates. If it has more than one you can add more by answering 'yes' to question 21. This questionnaire allows you to add up to 5 sites/ facilities. If the Enterprise has more than 5 you will be given the option to upload a document with details for additional ones.

13) What is the name and location of the site/facility?

Please provide either the latitude and longitude (which you can find using a GPS device or by clicking on your location on google maps or this free online location finder); or the plus code (which you can find by clicking on your location using this free online tool); or the UTM.

Name: _____

Latitude: _____

Longitude: _____

or the Plus code: _____

or the UTM: _____

14) What type of site/facility it is?

- ☐ Community tented camp
- ☐ Community lodge
- ☐ Hotel
- ☐ Houseboat
- ☐ Lodge
- ☐ Tented camp
- ☐ Other (please specify)

15) How many people does your Enterprise employ at this site?

Total number of employees at this site: Number of employees (please select from drop-down)

Please specify what percentage of employees at the site are from the local community? *For example, 60%:*

16) What services does the Enterprise buy from local community members at this site/facility? *Please tick all that apply.*

- ☐ Airport transfers
- ☐ Birding
- ☐ Canoeing
- ☐ Catering
- ☐ Community visits
- ☐ Entertainment
- ☐ Fishing
- ☐ Game viewing/safaris
- ☐ Gardening
- ☐ Guide
- ☐ Hiking and trails
- ☐ Lease or concession of land for nature-based tourism
- ☐ Management
- ☐ Processing wildlife products (from hunting, for example)
- ☐ Security
- ☐ Traversing or transit access on land
- ☐ Other (please specify): _____

17) What is the ownership or land tenure status where this site/facility is located?

- ☐ Community conservancy
- ☐ Other form of communal land
- ☐ Private conservancy
- ☐ Private land
- ☐ State protected area
- ☐ Other (please specify): _____

18) Which community or community conservancy/conservancies does the Enterprise you are representing work with directly? *Please provide their names.*

19) What is the name of the place where this site/facility is located? *For example, the name of the protected area, national park, reserve, community conservation area or conservancy.*

20) How close is the site/facility to the nearest protected area?

- ☐ Inside the protected area
- ☐ Within 10km of the protected area
- ☐ Between 11 and 20 km from the protected area
- ☐ More than 20 km from the protected area

21) Do you have additional sites/facilities to add?

- ☐ Yes ☐ No

22) What types of financial support does the Enterprise need? *Please tick which, if any, apply*

- ☐ Financial support for cash flow
- ☐ Financial support for recovery
- ☐ Other (please specify): _____

23) Approximately how much financial support does the Enterprise need? *Please answer using the same currency that you used to answer the question about annual revenue.*

24) What other types of support does the Enterprise need?

- ☐ Advice on communicating with customers
- ☐ Advice on health and safety precautions including COVID-19 guidance
- ☐ Best practices shared from others
- ☐ Expert advice on strategy for business recovery & resilience
- ☐ Expert advice on strategy for livelihood recovery & resilience
- ☐ Identification of new livelihood options
- ☐ Information about business and marketing options
- ☐ Information on diversification of tourism base
- ☐ Research and forecasts for business planning purposes
- ☐ Revisiting supply chain processes
- ☐ Unemployment support for workers
- ☐ Virtual training for upskilling community members
- ☐ Other (please tell us in your own words): _____

D. Gender reporting

We are collecting information the gender of respondents for the purpose of reporting to donors and investors. The question in this section is optional and the results will be kept strictly confidential and reported only in aggregate.

25) What is your gender? *This question is optional*

- ☐ Male
- ☐ Female
- ☐ Transgender
- ☐ Non-binary/non-conforming
- ☐ Prefer not to say

26) Please add any comments or additional information that you would like to provide in the space below.

Annex J: Guidelines and recommendations – platforms and financial mechanisms

Introduction

The Luc Hoffmann Institute commissioned a rapid review of existing platforms and funding mechanisms by the Biodiversity Team at IIED. The review provides some valuable insights in informing the development of the Africa NBT Platform response to the COVID-19's impact on nature-based tourism.

The review, based on desktop research and interviews with platform owners and developers, looked at the lessons learned from 32 active platforms. The platforms investigated:

- operate across a number of sectors (humanitarian aid, environment, COVID-19 relief funds, urban funds etc.);
- have different geographic focus (from country specific to global);
- have been active for different lengths of time (e.g. from platforms active for less than a year in response to COVID-19, to some running over 20+ years);
- and are operating using different operational mechanisms

Guidelines and Recommendations

Based on the lessons learned from these platforms a practical set of guidelines and recommendations has been elaborated to inform the development of the Africa NBT platform. These guidelines and recommendations have been divided into four main topics: General information, Platform Development, the mechanics of the platform and Other Lessons learned.

The guidelines and recommendations use a number of questions to guide decision-making and flag some of the important aspects that need to be considered during the setup and running of the platform.

A. General information

1. Ensure the platform provides a simple and clear message on the cause(s) it addresses.
2. Provide a clear set of objectives.
 - a. Will the platform act as a matchmaker between donors and beneficiaries?
 - b. Who are the users/beneficiaries of the platform?
 - c. Will the platform enable non-financial support (access to new partnerships, capacity building, training, and mentoring)?
 - d. Is it going to support more than one sector? (e.g. tourism and education through capacity building, health access and other social services)
3. Present a clear geographic focus and scale.
 - a. Will the platform operate in several countries/regions/conservation areas?
 - b. Will the platform start with an initial set of countries/conservation priority areas and then expand its reach?

B. Platform development

4. Establish clear roles between the platform developer, the owner, and the administrator.
 - a. Who fulfils these roles and what do each of these roles entail?
 - b. What is the organizational structure between these roles?
 - c. Will the platform require the development of partnerships between entities from the same sector or cross sectorial (including governments, NGOs, financial institutions, agencies, CBNRMs) for e.g. strategic support, administration, technical support?
5. Ensure there is ample time allocated for the development of the platform.

The platforms reviewed showed that it can take from 6 months to 3 years to establish a fully operational platform (from initial concept through to launch). Operationally testing the concept can take significant time and should not be dismissed lightly.
6. Ensure there is a clear estimation of the start-up costs.
 - a. What features will the platform need to perform?
 - b. Are there already available platform architectures that the collaborative platform can build on? (e.g. see TerraMatch case study in this document)
 - c. Are there good recommendations for platform service providers and where should the platform service providers be located?
 - d. Does the setup of the platform require a new legal entity to enable matchmaking?

The platforms reviewed estimated start-up costs between £5,000 to £350,000 based on the different functions and add-ons needed. This is a huge range and probably one that does not help in providing more targeted information for estimating the costs of the Africa NBT platform. As a rule of thumb however, the costs start to significantly increase when they move beyond web-based platforms and require development of apps or non-conventional features.

7. Ensure there is a clear estimation of the platform running costs.
 - a. What volume of users is expected on the platform?
 - b. What resources and capacity are needed to operate the platform and per what volume of users?
 - c. How are the operational costs going to be covered/over what period? (e.g. grants, percentage of transaction)
8. Consider the type of safety measures (e.g. IT security, anti-fraud measures, anti-discriminatory, anonymity, FPIC) required.

C. The mechanics of the platform

9. Ensure clear eligibility criteria for users and due diligence processes.
 - a. What are the essential eligibility criteria for platform users and supporters? (e.g. organization size, business model, sector, management, geography, etc.)
 - b. Will the due diligence be performed internally or via third parties?
 - c. Will due diligence need to ensure e.g. that matchmaking is based on supporting enterprises who avoid harming human or environmental health?
10. Establish clear guidelines on how users will access and register on the platform.
 - a. Will the platform be a web-based portal?
 - b. Will the platform be accessible via a mobile app?
 - c. Will the platform be linked to governmental systems (e.g. SMS data harvesting systems that do not require internet access)?
 - d. Will the registration require access to internet or is offline registration possible (e.g. via mobile phone vs mobile App)?
 - e. Will the access and registration be open to all users or only by invitation?
 - f. At what stage of the process is the due diligence on platform users performed? (e.g. Online application for funding via proposals that a committee carefully reviews and vets; Funders and beneficiaries request accounts, these are reviewed by experts and in this manner both donors and beneficiaries controlled; Beneficiaries apply to have their project featured and due diligence is performed before their projects are featured)
 - g. Will the platform perform a parallel process function - can either have an interested beneficiary and who can seek out donors, or have an interested donor and who can find a beneficiary to support?
11. Establish a clear monitoring mechanism for ensuring funds transfers
 - a. Is there a verification mechanism needed to ensure that the funding has been deployed?
12. Establish a monitoring and evaluation framework to check if the platform is achieving its objectives

D. Other Lessons learned

13. Ensure a monitoring framework. Most of the platforms studied have developed internal monitoring and evaluation frameworks and impact indicators with some using external audits.
14. Take time to develop your product and use e.g. quick-fire interviews between potential supporters (philanthropic, investors, lenders) and potential beneficiaries to find out what the main issues for each are.

15. Choose the donors wisely (i.e. are there donors who do not meet the views and values of the platform).
16. Always actively look for beneficiaries in need of support via own networks even when there is no donor lined up.

Case study: Learning from TerraMatch platform

Following the review of the 32 platforms, the Luc Hoffmann Institute and WWF US concluded that one platform in particular, TerraMatch, exhibited many overlapping features that can guide the development of the Africa NBT platform.

Below is a brief presentation of how TerraMatch operates, followed by the responses to a follow-up in-depth interview that was requested by LHI and WWF US.

TerraMatch

The function of TerraMatch is to act as a matchmaker between donors and project developers (projects must plant trees). They ONLY act as matchmaker and decided early on not to be involved in the transfer of funds. This was to avoid extra costs and having to put in extra infrastructure. They also decided to only work with project developers who have the capacity in place to receive funding, which unfortunately cuts out some very local groups.

The purpose is to connect vetted tree growing projects to businesses who may want to offset operations that damage the environment, or fundraisers (e.g. crowdfunding companies like One Tree Planted) who are looking for reputable projects to fund.

The concept was originally developed from discussion with One Tree Planted, who asked World Resources Institute for help finding a project that met their criteria. During the two years it took to get to launch, TerraMatch did manually what they do now, i.e. matching fundraisers with projects they found through their networks. In those two years they connected \$2 million in funding.

Users request an account online, and the platform runs as a web and mobile app. The app is also available offline, so for example you can write your proposal offline and upload it once connected to a network. This is was an important feature for many project developers who may not have easy access to the internet.

The app was developed by 3 Sided Cube, who are based in the UK. TerraMatch sent out six requests for proposals before selecting 3 Sided Cube and acknowledge that development of the app took longer than anticipated. They also acknowledge the high costs involved in app maintenance plus what will be needed for future improvements.

TerraMatch vets any user that applies to be on the platform by asking them to upload legal documents and through a desk review (e.g. a google search). All projects are reviewed to make sure they meet the criteria of 'real reforestation', but they do not review funding offers.

Funding offers and projects are uploaded to the platform using a standardized template. They based these templates on the information they would need to know to be able to judge and vet appropriate projects. There are 12 categories that are identical on both forms, which include geographic location, amount of money, size of project in land area, objectives (e.g. biodiversity, climate change, water), etc.

They then use these categories to matchmake the funders and project developers – this is how the algorithm works – there will be a compatibility percentage based on how many categories have matched.

TerraMatch want this to be an equal opportunities platform, so both funders and project developers can ‘like’ each other – but they will not match unless both parties do this. When matches occur TerraMatch shares contact details and the two parties can start a conversation offline, sorting out contractual details and the transfer of funds. A week after matching, TerraMatch will follow up to see what the status of the match is. This is also how they keep track of funding.

Originally, they only reached out to projects they knew about, through various networks etc. Since the launch in June 2020 they have had 250 users registering on the platform, the majority of which they are not familiar with. They didn’t think it would scale so quickly (and are under-resourced at present to keep up with vetting registrations – currently it’s only one person working full-time) and believe it could be down to a series of mini launch demos they did in different regions (Latin America, Africa) with partners such as the AFR100 Initiative.

Annex K: Gender analysis

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1. Introduction

This gender analysis complements the project that aims *“To facilitate access to COVID-19 crisis funding for beneficiary communities, nature-based tourism enterprises, and conservation areas in southern and eastern Africa”*. The project will create an independent collaborative platform to enable a facilitated recovery for the nature-based tourism sector in southern and eastern Africa from the COVID-19 pandemic, which has had significant impacts through mobility restrictions and limitations placed on travel.

In line with the GEF Gender Policy and commitments for all GEF-funded activities to contribute to gender equality, the project has been designed to contribute to gender equality. To outline the baseline context, this gender analysis provides an overview of the gender-specific social, cultural and legal context in the target countries in eastern and southern Africa (Botswana, Kenya, Malawi, Mozambique, Namibia, Rwanda, South Africa, Tanzania, Uganda, Zambia and Zimbabwe). It covers the current status of gender (in)equality, and gender differences in access to natural resources, decision-making and socio-economic benefits and services. It also looks at the legal and policy environment for gender, identifying the current status of, and challenges to, gender mainstreaming. In addition, it looks at the specific gendered problem context that the project aims to address, highlighting the particular ways in which COVID-19 and the implications on the tourism industry (and specifically nature-based tourism) has variously affected women and men in east and southern Africa.

The analysis is based on several sources of information. This includes data from national and international data sources, reports and peer-reviewed literature, and previous consultations with stakeholders across all countries and at regional level on the priorities to achieve gender equality and current challenges to gender mainstreaming ([Annex K-1](#)). The gender analysis provides a baseline context from which to identify how to best integrate gender into the project, and how to ensure it is reflected in activities, targets and indicators, ensuring that it provides equitable benefits to women and men and contributes towards attaining gender equality.

2. Existing gender inequality

East and southern Africa are characterised by varying situations of inequality. Like the majority of the world, patriarchy predominates and thus the inequality results from differential levels of access to natural resources, decision-making and socio-economic benefits and services, with women typically disadvantaged to varying degrees relative to men. In this section we present selected indicators of gender (in)equality before unpacking the particular gendered differences in access in the three dimensions.

2.1 Indices

A number of global indices exist to capture the state of gender (in)equality incorporating multiple dimensions. The UNDP Gender Inequality Index (GII) is a composite of three aspects of human development: reproductive health, measured by material mortality ration and adolescent birth rates; empowerment, measured by proportion of parliamentary seats occupied by women and proportion of adult women and men aged 25 and older with at least some secondary education; and economic status, measured by labour force participation of women and men aged 15 years and older. The GII measures the human development costs of gender inequality, and aims to expose differences in the distribution of achievements between women and men. The higher the value of the index, the greater the disparities between women and men, and the greater the loss to human development. Of the target countries, Rwanda scores best, closely followed by South Africa, ranked 95th and 97th respectively, and considered high human development. The remaining countries all fall within the category of medium human development, with Namibia the highest at 130th, and Malawi the lowest at 149th (Table 188).

An alternative benchmark is offered by the World Economic Forum in its Global Gender Gap Report 2020 which, like the GII, focuses on the gap between women and men rather than absolute levels. The Global Gender Gap index is a composite of four sub-indices. The economic participation and opportunity sub-index comprises the labour force participation rate, wage equality for similar work, estimated earned income (in purchasing power parity), proportion of legislators, senior officials and managers, and proportion of professional and technical workers. The educational attainment sub-index comprises the literacy rate and levels of enrolment in primary, secondary, and tertiary education. The health and survival sub-index comprises the sex ratio at birth and human life expectancy. The political empowerment sub-index comprises the percentage of women in parliament, percentage of women in ministerial positions and years with a female head of state in the last 50 years and share of tenure years. The relative position of target countries according to this index is similar, with Rwanda scoring best, followed by South Africa, and Malawi last. However, the placings relative to other countries differs, with Rwanda ranking 9th globally having closed 79% of its gender gap. This compares to Malawi which has only closed 66% of its gender gap, and Kenya at 67% - both of which are below the global average (Table 188).

A third comparison is offered by the Social Institutions and Gender Index (SIGI) of the Organisation for Economic Cooperation and Development. The SIGI is also a composite index comprising five sub-indices: discriminatory family code; restricted physical integrity; son bias; restricted resources and assets; and restricted civil liberties. It aims to measure the discrimination against women in social institutions, ranging from 0% for no discrimination to 100% for very high discrimination. Botswana is not included in this index. Scores range from 22.4% discrimination in South Africa (in the low category) to 41.6% discrimination in Tanzania (in the high category)(Table 188).

Table 18: Comparison of global gender (in)equality index scores and ranks-Gender Inequality Index, Global Gender Gap Report, and Social institutions and Gender Index

Country	Regional membership		UNDP Gender Inequality Index score (2018)	UNDP GII rank (2018)	WEF Global Gender Gap Report 2020 score	WEF Global Gender Gap Report 2020 rank	OECD Social Institutions and Gender Index (2019)/100
Botswana		SADC	0.464	111	0.709	73	
Kenya	EAC		0.545	134	0.671	109	35.5
Malawi		SADC	0.615	149	0.664	116	41.4
Mozambique		SADC	0.569	142	0.723	56	24.3
Namibia		SADC	0.460	108	0.784	12	27.1
Rwanda	EAC		0.412	95	0.791	9	27.6
South Africa		SADC	0.422	97	0.780	17	22.4
Tanzania	EAC	SADC	0.539	130	0.713	68	46.1
Uganda	EAC		0.531	127	0.716	65	45.1
Zambia		SADC	0.540	131	0.731	45	34.8
Zimbabwe		SADC	0.525	126	0.730	47	32.4

2.2 Unequal access to and control of natural resources

Unequal access to and control of natural resources is one of the causes and consequences of gender inequality in all the target countries. Customary land ownership in many African countries was restricted to

men, with women sometimes having access but not control. Although there are now laws in place in many countries to enable equality of rights to own land between women and men, the reality is that equality has rarely been achieved. African economies are often dependent on agriculture for foreign exchange earnings, and a large proportion of their populations are dependent on agricultural livelihoods. In Tanzania, for example, agriculture is an important source of employment for 84% of economically active women and 80% of economically active men⁵⁸. In Zimbabwe women constitute 70% of the rural population and also contribute towards 70% of food production⁵⁹.

However, uneven land ownership between men and women can perpetuate further gender inequality. This is because land ownership provides greater control over livelihoods, and is often a prerequisite for access to credit which is required to scale up production. In Uganda, for example, the amount of land owned by women in 2011 was 28.1%, whilst the amount owned by men was 79.1%⁶⁰. In Zimbabwe women only own 18% of land resettlements. However, despite skewed ownership, women often perform the bulk of agricultural labour⁶¹. In Tanzania women play a larger role in good crop production, marketing and processing of agricultural products, despite the fact that women comprise only a quarter of landholders nationally, and when they do own land, their plots are typically smaller than those of men. Self-employed women in agriculture are also more likely to use their land for subsistence farming than commercial farming, possibly as a result of gender roles that ascribe them responsibility for caring for their families. Land tenure has also been observed to be a gender-related barrier to development in Kenya, where it prevents women from making the investments in land management required to ensure sustainable production.

Recognising the importance of equality of opportunity for ownership of land, various laws exist. In Tanzania the Village Land Act of 1999 invalidates customary laws that discriminate against women, and recognizes a wife's rights to land on the death of a spouse or on divorce. The same act also mandates that women make up a certain number of places on the Village Adjudication Committees and Village Land Councils, which have decision-making responsibilities concerning occupancy rights and land disputes. However, despite this legal protection, in practice customary norms still predominate and preference men in the control of land. The predominance of customary practices over land legislation that guarantees women's control of land is also a problem in Kenya. In Zimbabwe, land disputes have occurred for 40% of female landholders, compared to only 4.1% of male landholders, indicating that where women do own land, it is ten times more likely to be contested than when men own land.

Available data suggest that a distinguishing characteristic of Tanzania's economy is that both men and women play substantial economic roles. The structural roles of men and women in the agricultural cycle reveal that women are more active in agriculture than men, specifically in food crop production, marketing, and processing of agricultural products. Estimates of the "gender intensity of production" in Tanzania, while highly aggregated, provide some indication of the magnitude of the respective contributions of men and women to the economy. They suggest that men and women are not distributed evenly across the sectors of the economy, as women comprise a slight majority of the labour force in agriculture, while men are a

⁵⁸ FAO (2014): Gender Inequalities in Rural Employment in Tanzania Mainland

⁵⁹ Oxfam in Zimbabwe (2016). A Future without Poverty, We can make it: Zimbabwe Women Call for Land Rights now. <http://oxfaminzimbabwe.org/index.php/2016/10/16/zim-women-call-for-land-rights-now/>

⁶⁰ Uganda Bureau of Statistics (UBOS) and ICF International Inc. 2012. Uganda Demographic and Health Survey 2011. Kampala, Uganda: UBOS and Calverton, Maryland: ICF International Inc.

⁶¹ Oxfam in Zimbabwe (2016). A Future without Poverty, We can make it: Zimbabwe Women Call for Land Rights now. <http://oxfaminzimbabwe.org/index.php/2016/10/16/zim-women-call-for-land-rights-now/>

substantially higher majority of the labour force in the industry and service sectors⁶². They suggest, further, that men and women contribute, respectively, 60 and 40% of GDP.

2.3 Unbalanced participation and decision-making in environmental planning and governance

A major driver of gender inequality is unequal access to decision making in environmental planning and governance at all levels. Political representation has typically been unequal, as represented in the SIGI, resulting in many countries implementing quotas to increase representation. Rwanda has long been a pioneer in this. The 2003 Constitution set a target of 50% representation of women and in the 2013 election 64% of elected parliamentarians were women – the highest proportion in the world. In South Africa's sixth national election in 2019, 50% of MPs and nearly 50% of cabinet ministers were women.

In all of the target countries, women and men have equal rights to stand for election and to vote. However, failure to reach parity in representation has led to many countries passing legislation to increase women's representation. The Constitution of Uganda ensure that, for each district, there is one seat for a woman MP. In Mozambique, national policies suggest that participation of women in decision-making processes should be at least 30% and, as of 2020, over 40% of MPs are women. In Zimbabwe the 2013 Constitution provided for 60 additional women members (six from each of the 10 provinces) based on a special electoral quarter system and, as a result, over one third of MPs elected in 2013 were women, more than double the 17% in the 2008 election⁶³.

Whilst improvements have been made in women's representation at national level, lesser progress typically exists at sub-national level. In Zimbabwe, where the constitution does not apply special measures at sub-national level in the same way it does at national level, women's representation decreased from 19% to 16% in the 2013 election. The electoral majority system of first-past-the-post also impedes attempts to increase women's representation as the candidate in each electoral district with the most votes takes the seat⁶⁴.

In some cases, quotas and targets also exist for sub-national level representation. In Uganda, one third of local council seats are to be occupied by women. From the early 1990s until 2003, the share of women in local councils increased significantly from 6% to 44%. In Zimbabwe, whilst there are no quotas for elected officials, the constitution does mandate that men and women are equally represented in institutions and agencies at all levels, national and sub-national. Party List System of proportional representation.

As well as elected governance, there are strong gender differences in community and intra-household level decision-making that reflects socially-constructed roles and relations. In Mozambique, traditional leaders and headman are mostly held by men⁶⁵. Within households men typically have productive roles whilst women have reproductive roles. Since productive roles are income-generating, this means that men typically contribute most to the household income and have the primary responsibility for household decisions.

⁶² FAO (2014): Gender Inequalities in Rural Employment in Tanzania Mainland

⁶³ Ndlovu, S. and Mutale, S.B (2013) "Emerging Trends in Women's Participation in Africa" in *American International Journal of Contemporary Research*, Volume 3 Number 11.

⁶⁴ Gender Links (2015) Zimbabwe: Local government helps promote gender equality.

Genderlinks.org.za/news/Zimbabwe-local-government-helps-promote-gender-equality-2

⁶⁵ World Development Report 2012: Gender Equality and Development. Mozambique Country Case Study. Gender Equality and Development.<http://siteresources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1322671773271/Tvedtenmozambique.pdf>

2.4 Uneven access to socio-economic benefits and services

Gender inequality stems from differential access to public services such as education and health. Progress has been made in opening educational opportunities to girls as well as boys. Primary school gender parity index is close to 1 in all target countries, ranging from 0.97 in South Africa and to 1.02 in Tanzania and 1.03 in Uganda, meaning more girls are enrolled than boys⁶⁶. In particular women are often married early to reduce economic burden.

Whilst primary enrolment may be at or near gender parity, the gaps widen through secondary and tertiary education. Gender roles and relations still mean that girls are more likely to drop out of school than boys. This can be as a result of their parents not rating their future income-earning potential as highly as boys, or because they are expected to help their mothers in female-ascribed reproductive care roles at home. In Malawi 46% of girls are married by the age of 18, and almost one in 10 are married at the age of 15 – meaning the country has the 12th highest rate of child marriage in the world⁶⁷. In Uganda in 2005-06, 7.3% of girls dropped out of school to do domestic work, compared with 0.7% of boys; and more girls than boys also dropped out due to sickness. The completion rate for secondary education is 10% higher for boys than for girls⁶⁸. In Mozambique less than half of girls finish primary school, and less than a quarter finish secondary school. In Tanzania 59% of rural women aged 25 and above did not complete secondary school, and enrolment rates in secondary school in rural areas for men and women are lower than urban areas (only 15% compared with 48%). At the other end of the spectrum, in South Africa three quarters of girls have access to secondary school.

3. Legal and administrative framework protecting women and protecting gender equality

All of the target countries are Parties to the Convention of Elimination of all forms of Discrimination Against Women (CEDAW). A number of them also enshrine commitments to gender equality (and women's representation, as outline above) in their constitutions. For example Kenya's Constitution (2010) guarantees equal rights for women and men and, for the first time, customary laws are no longer exempt from constitutional provisions against discrimination. South Africa's Constitution (1994) protects the rights of all people and promotes equal protection and the benefit of the law to freedom from unfair discrimination, including based on gender and sex. Rwanda, Uganda, and Zimbabwe's Constitutions all contain targets for women's representation in decision-making spaces.

In addition, all countries have a gender policy and some have additional strategies and action plans to combat gender-based violence and violence against women (Table 19). Mozambique, for example, has a Family Law (2002) and Law Against Domestic Violence (2009), National Plan for Gender Equality, National Action Plan on Combating Violence against Women, and a National Strategy for Preventing and Fighting Early Marriages. Commitments to gender equality are also regularly made in countries' medium- and long-term development plans, for example Kenya's Vision 2030, Uganda's Vision 2040. National policies typically outline commitments to women's empowerment to redress past inequalities, but take a gender in development perspective, and commit to mainstreaming gender across government.

⁶⁶ UNESCO Institute for Statistics <https://data.worldbank.org/indicator/SE.ENR.PRIM.FM.ZS>

⁶⁷ UNICEF (n.d.) Child marriage in Malawi.

<https://www.unicef.org/malawi/media/526/file/Child%20Marriage%20Factsheet%202018.pdf>

⁶⁸ UBOS (2013) Uganda Facts and Figures on Gender, https://www.ubos.org/wp-content/uploads/publications/04_2018Uganda_Facts_and_Figures_on_Gender_2013.pdf

Table 19: Gender policies and lead ministries

Country	National Gender Commitments	Lead Ministry
Botswana	National Policy on Gender and Development (2015)	Ministry of Nationality, Immigration and Gender Affairs
Kenya	Draft National Policy on Gender and Development (2008)	Ministry of Women's Affairs
Malawi	National Gender Policy (2015)	Ministry of Gender, Disability Affairs & Community Development
Mozambique	Gender Policy and Implementation Strategy (2018) [Second Edition] National Action Plan on Combating Violence against Women and a National Plan for Gender Equality	Ministry of Gender, Children and Social Welfare
Namibia	National Gender Policy (2010-2020)	Ministry of Gender Equality and Child Welfare
Rwanda	National Gender Policy (2010)	Ministry of Gender and Family Promotion
South Africa	South Africa's National Policy Framework for Women's Empowerment and Gender Equality	Department of Women, Youth and Persons with Disabilities
Tanzania	Women and Gender Policy (2000); National Strategy for gender development (2008)	Ministry of Health, Community Development, Gender, Elders and Children
Uganda	Uganda Gender Policy (2007)	Ministry of Gender, Labour and Social Development
Zambia	National Gender Policy (2014)	Ministry of Gender
Zimbabwe	National Gender Policy (2017)	Ministry of Women Affairs, Community, Small and Medium Enterprises – Developments

There are varying levels of success with mainstreaming gender in the target countries. The countries that are most successful are the ones that have dedicated sufficient resources to the process, through gender-responsive budgeting and appropriate capacity building of gender focal points in other line ministries.

In Uganda, for example, the application of, and training in, gender-responsive budgeting and focal points has led to the development of sector-specific gender policies and strategies in health, education, water and environment, agriculture, local government, and the Justice Law and Order Sector (JLOS).

Several countries have explicit gender mainstreaming strategies for the environment sectors. The aim of these strategies is invariably to integrate gender in the sector policies, legislation, planning, budgeting, implementation, monitoring and evaluation and aims to promote equal opportunities for participation by, and benefits from, the environment and natural resources by women, men and vulnerable groups. Examples include Uganda's Environment and Natural Resources sub-sector Gender Mainstreaming Strategy 2016-2021, and South Africa's Strategy toward Gender Mainstreaming in the Environment Sector 2016-21⁶⁹.

⁶⁹ <https://www.environment.gov.za/sites/default/files/docs/publications/strategytowardgendermainstreamingi>

4. Gender and tourism

The tourism industry is strongly gendered. According to the recently released second edition of the Global Report on Women in Tourism, 54% of the global workforce in tourism is women, compared to 39% in other sectors⁷⁰. In Africa, however, trends are even more extreme. The tourism industry comprises 69% female employment, using the accommodation and food services sector as a proxy for the 37 countries from the region that were included in the Global Report on Women in Tourism. Although the global trend is for more and more women to challenge gender stereotypes in the sector and assuming roles typically dominated by men – such as tour guides, although overall women are still more represented in service and clerical level jobs, and less in professional level ones.

Tourism is largely divided along gender lines as a result of gender roles and relations: men typically have more education, greater mobility, and experience in the productive sector, and so are more likely to obtain the professional jobs than women, which means that they typically receive higher wages, contributing to ongoing gender inequality. Although relative to other sectors, there are more women in management in tourism, they still lag behind men, with only 29% of senior management positions in private transportation, logistics and the tourism section in Africa held by women⁷¹. In Kenya, for example, most tour companies are dominated by men and run as family businesses; and the most successful businesses are owned and managed by Caucasian and Asian Kenyans. South Africa is one of the few countries that collects sex-disaggregated data in the tourism industry, and there women make up just over 60% of all workers in accommodation for tourists, and 34% of travel agency employees. The Global Report on Women in Tourism 2010 found that a large amount of unpaid work is being carried out by women in family tourism businesses, and that women make up a much higher proportion of own-account workers in tourism than in other sectors⁷².

Gender differences mean that women are typically disadvantaged relative to men in optimising benefits from tourism. Involvement of women in businesses (in all sectors) is increasing: in Uganda in 2010, 44% of businesses were owned by women, up from 27% in 2001⁷³. However, women face gendered barriers to expanding productive operations. In Tanzania, for example women make up 38% of the informal sector and 43% of Small and Medium sized Enterprises (SME), but only 5% of Tanzanian women are banked. This makes it very difficult for women to obtain capital to expand their business ventures. Overall in Africa, 89% of women are employed in the informal sector, where there is also less social support than in formal employment⁷⁴.

Women's entrepreneurship is also held back by other socially constructed roles, including time poverty, domestic responsibilities, and fears of sexual harassment. In Kenya instances were reported where women were able to sell their goods, such as handicrafts, to hotels only if they established romantic relationships

ntheenvironmentsector2016_2021.pdf

⁷⁰ UN World Tourism Organisation (2019) Global Report on Women in Tourism. Second edition. <https://www.e-unwto.org/doi/epdf/10.18111/9789284420384>

⁷¹ UN World Tourism Organisation (2019) Global Report on Women in Tourism. Second edition. <https://www.e-unwto.org/doi/epdf/10.18111/9789284420384>

⁷² UN World Tourism Organisation and UN Women (2011) Global Report on Women in Tourism 2010. <https://www.e-unwto.org/doi/epdf/10.18111/9789284413737>

⁷³ UBOS (2013) Uganda Facts and Figures on Gender, https://www.ubos.org/wp-content/uploads/publications/04_2018Uganda_Facts_and_Figures_on_Gender_2013.pdf

⁷⁴ https://www.ilo.org/global/publications/books/WCMS_626831/lang--en/index.htm

with key hotel intermediaries⁷⁵. Lower levels of education often combine with lack of self-belief in women relative to men: in KwaZulu Natal in South Africa, 70% of women surveyed were either unsure or felt they did not have enough capacity to run tourism businesses⁷⁶. This is exacerbated by the fact that most African countries have skills deficits for employment at the tourism entry-level, the public sector, and small and medium-sized enterprise (SME) management and executive management⁷⁷.

Despite the constraints, there is evidence of commitment to more gender inclusive development of the tourism sector. There are successful examples of women self-organising at local level in community-based tourism. The Buhoma-Mukono Women's Group is a women-only association located near to Uganda's Bwindi National Park-a popular site for gorilla tourism. The group brings together eight sub-groups from local areas for handicrafts and cultural dances and have been provided with a shop inside the community lodge at the park entrance. This has been enabled through support for microfinance, donation of shop space, and training-in handicrafts and business skills.

There are also continent-wide, regional, and national policy frameworks in place that recognise the importance of women in tourism. This includes the African Union's Agenda 2063 and its Tourism Action Plan; the Southern African Development Community's 2012 Protocol on Tourism, and Kenya, Rwanda, South Africa, Uganda, and Zimbabwe also have inclusive tourism strategies.

5. Gendered implications of COVID-19

Given the situation of gender inequality outlined thus far, it is not surprising that the implications of the COVID-19 pandemic are strongly gendered and are being felt differently by women and men. Women are overrepresented in low-paid work and in the informal sector, including in tourism. Mobility restrictions and restrictions on travel have severely reduced the potential for international tourism and led to countries trying to instead stimulate domestic demand in order to reduce adverse effects on employment. In Rwanda in June, whilst borders remained closed to commercial flights, the Rwanda Development Board significantly reduced the cost of gorilla permits to national and foreign residents⁷⁸. In South Africa, intra-provincial travel was only allowed part way through level 3 of lockdown (starting in August – following lockdown since 26th March) and inter-provincial travel only re-commenced from level 2 on 18th August-after nearly five months⁷⁹. Such restrictions have created job losses and furloughs, and reduced the opportunities for tourism-related employment in the informal sector, in which women are disproportionately represented.

The informal sector is both hardest hit by economic slowdown and has limited social protection in terms of access to social assistance (although some of the target countries have made notable commitments for cash payments to impoverished groups, such as Malawi and South Africa).

In addition to the economic impacts of COVID-19, the social impacts of the pandemic are also strongly gendered. The additional caring burdens that result from COVID-19 response mechanisms, such as lockdowns

⁷⁵ UN World Tourism Organisation (2019) Global Report on Women in Tourism. Second edition. <https://www.e-unwto.org/doi/epdf/10.18111/9789284420384>

⁷⁶ UN World Tourism Organisation (2019) Global Report on Women in Tourism. Second edition. <https://www.e-unwto.org/doi/epdf/10.18111/9789284420384>

⁷⁷ UN World Tourism Organisation (2019) Global Report on Women in Tourism. Second edition. <https://www.e-unwto.org/doi/epdf/10.18111/9789284420384>

⁷⁸ <https://www.hindustantimes.com/travel/COVID-19-crisis-wildlife-parks-reopen-in-rwanda-for-those-free-of-virus/story-5ycpZh6PY1L4jFkNYUHHUM.html>

⁷⁹ https://www.gov.za/sites/default/files/gcis_document/202008/43620gon891s_0.pdf

and closure of schools, also fall disproportionately on women. Even in non-pandemic circumstances, women spend over double the time of men on unpaid caring responsibilities (an average of 4.1 hours per day compared with 1.7 hours per day⁸⁰). The pandemic has created well-publicised time burdens for women in employment who must work from home and simultaneously take on home schooling responsibilities⁸¹. It has been estimated that lockdowns have increased home-work burdens by four hours per day, the majority of which is shouldered by women due to gender roles⁸². The restrictions on movement have also led to increases in incidences of gender-based violence (GBV)⁸³.

Gendered implications of COVID-19 stretch from the immediate term to the longer term. Increase in GBV can, in turn, lead to an increase in rates of child marriage and underage pregnancy, which have been widely noticed in Malawi, among other places⁸⁴. An increase in pregnancies may also result from women and girls not being able to access contraception as they usually would⁸⁵. Ensuring that response mechanisms are similarly gender-responsive and provide proactive opportunities for women to earn economic livelihoods and receive social protection will be important to reduce the long-term impacts and contribute to achieving gender equality.

6. Barriers to gender equality that need to be overcome

6.1 Need for a clear understanding of “gender”

There is often a misunderstanding of the concept of gender and what it means. In reality, the situation of gender inequality arising in patriarchal societies means that, in order to create gender equality, a particular focus is required on women’s empowerment to ensure that women have the same opportunities and rights as men. As a result, gender is often conflated with women, even though it is not the same thing. A gendered understanding looks at the differences between men and women and how they play out. However, the lack of understanding can mean that the issue is poorly reflected in policies and programmes. In particular, the focus on women can lead to gender-sensitive approaches that create opportunities for women, without uncovering and addressing the causes of differential rights and opportunities that lead to inequality.

6.2 Inadequate implementation of gender policies

Based on the preceding gender analysis, there remains a pervasive situation of gender inequality in the target countries. This is despite progress being made and policy commitments to achieve gender equality. In practice, gender policy implementation is often sub-optimal. As a cross-cutting issue, implementation of gender policies requires effective integration across line ministries. However, this is typically impeded by

⁸⁰ Staab, Silke (2020). COVID-19 sends the care economy deeper into crisis mode.

<https://data.unwomen.org/features/COVID-19-sends-care-economy-deeper-crisis-mode>

⁸¹ UN Women (2020) Policy Brief: The Impact of COVID-19 on Women, 9 April 2020.

<https://www.un.org/sexualviolenceinconflict/wp-content/uploads/2020/06/report/policy-brief-the-impact-of-COVID-19-on-women/policy-brief-the-impact-of-COVID-19-on-women-en-1.pdf>

⁸² OECD, (n.d.) Women at the core of the fight against COVID-19 crisis <http://www.oecd.org/coronavirus/policy-responses/women-at-the-core-of-the-fight-against-COVID-19-crisis-553a8269/>

⁸³ Peterman, A., O’Donnell, M. and Palermo, T. (2020) COVID-19 & Violence against Women and Children: What Have We Learned So Far? Center for Global Development <https://www.cgdev.org/publication/COVID-19-violence-against-women-and-children-what-have-we-learned-so-far>

⁸⁴ Masina, Lameck (2020). Malawi Sees Spike in Teen Pregnancies, Early Marriage During COVID-19 Lockdown, August 27, 2020. <https://www.voanews.com/africa/malawi-sees-spike-teen-pregnancies-early-marriage-during-COVID-lockdown>

⁸⁵ Burki, Talha (2020). The indirect impact of COVID-19 on women. The Lancet Infectious Diseases. [https://doi.org/10.1016/S1473-3099\(20\)30568-5](https://doi.org/10.1016/S1473-3099(20)30568-5)

institutional and human capacity. Gender policies in many of the countries require that gender focal points are nominated in line ministries. However, rather than this involving the hiring of gender experts, typically existing line ministry staff are nominated to take on this responsibility without the required training. If there is inadequate technical capacity in understanding gender issues and how to mainstream them, then it is unlikely that gender issues will be effectively integrated into the ministries' work. This also means that sectoral policies are often developed without sufficient gender analysis nor consideration of how to ensure that they are gender-responsive, and contributing to situations of gender equality.

6.3 Weak incentives and accountability mechanisms

At the same time, high level support for gender mainstreaming is also lacking. If governments do not provide sufficient incentives, for example gender-based budgeting, or strong accountability mechanisms, such as requiring sex-disaggregated indicators for reporting of progress in policy implementation, it is unlikely to happen. Of course, there are some notable exceptions to this. In Uganda, for example, the government has established appropriate incentive mechanisms to ensure that government ministries take gender into account in programming. All departments are mandated to ensure gender inclusion and apply gender budgeting in their planning and budgeting processes, and if they fail to do so, it will not be accepted. At the same time, the Equal Opportunities Commission was established to ensure that government should implement what they have promised in their ministerial/ departmental plan and budgets. If they comply with the gender-responsiveness in their plans, they are awarded a certificate.

6.4 Lack of sex-disaggregated data and evidence

The required baseline data and information required for gender-responsive programming is not readily available or is non-existent. For example, sex- and age- disaggregated data is still not the norm. Although there is a need for sex-disaggregated data (and indicators), this information is typically not being collected. If it is collected, the lack of coordination across sectors means that it is often not available to inform decision-making. The lack of sex-disaggregated data runs the risk of rendering invisible gender inequality. Without knowledge of what gender inequality looks like, it is difficult to design policies and programmes that are gender-responsive that address the root causes of this inequality.

6.5 Gender parity and women's participation

Women's voices remain largely absent, which is an issue in terms of greater participation in decision making, as well as processes for inclusive engagement in dialogue. Although there have been improvements in gender parity in political positions particularly at the national level, and there is legislation in some countries to also ensure gender parity in decision-making structures at sub-national level, this is still not the norm. As a result, decision making structures remain largely insensitive to women's voices and views, and this can result in gender-blind decisions that exacerbate inequalities. This is particularly important given the gendered nature of roles which means that if women's voices are not included equal to men's, then those roles may be overlooked. Whilst formal governance structures may make commitments to gender parity, this is not always mirrored in traditional governance structures which often predominate at grassroots level and can impede women's inclusion in decision making roles or empowerment to have an equal voice.

7. Priorities for the project

As a result of the above, the project should do the following:

1. Provide gender training to project staff so that they are sensitised to gender differences and the need to be gender-sensitive in ensuring access to information on COVID-19 response funding is equitably available to women and men.

2. Collect sex-disaggregated data to ensure visibility of gender differences and effectively monitor the gender-responsive nature of the intervention.
3. Use findings of the gender assessment to actively prioritise funding opportunities to women, who otherwise might remain marginalised due to gender roles that leave them less connected and aware of opportunities.
4. Aim for gender parity in project decision-making fora
5. Set sex-disaggregated targets for beneficiaries to enable adaptive management of activities to effectively target under-represented groups (e.g. monitoring profiles of those accessing the clearinghouse; following up to monitor applications submitted at community level where awareness has been raised among women and men etc.).
6. Ensure the gendered nature of COVID-19 impacts on nature-based tourism are made available, including to government staff to support implementation of gender policies.

Annex K-1

This gender analysis draws on consultations on the challenges and needs for gender mainstreaming in southern and eastern Africa undertaken in 2019 with the following stakeholders:

Botswana: National Disaster Management Office

Kenya: University of Nairobi, Kenya Red Cross

Malawi: Oxfam, CARE, UNDP, Department of Disaster Management Affairs

Mozambique: National Disaster Management Institute (INGC), Ministry of Gender, Children and Social Action, Ministry of Land, Environment and Rural Development (MITADER), UN Women, FDC (Foundation for Community Development), Livaningo (NGO), Kulima (NGO), MuGeDe (Women, Gender, Development)

Namibia: University of Namibia, Environmental Investment Fund, Office of the Prime Minister

Rwanda: Action for Gender Equality

South Africa: GenderCC Southern Africa – Women for Climate Justice/Gender Links (Representative of the SADC Gender Protocol Alliance), University of KwaZulu Natal, Rhodes University

Tanzania: Prime Minister's Office, University of Dar es Salaam

Uganda: Climate Change Department, Ministry of Water and Environment; Women Integrated Initiative for Development; UNDP

Zambia: Disaster Management and Mitigation Unit

Zimbabwe: CARE, Oxfam

Regional: UN Women Office Eastern and Southern Africa Regional Office, IFRC, SADC Gender Unit, ECCAS Gender Unit, IGAD Gender Unit

Additional insights into the implications of COVID-19 on nature-based tourism and gender in the region were obtained from conversations with representatives of Kadale Consultants, Lilongwe Wildlife Trust, Wild Eye Destinations and Photographic, Nambiti Private Game Reserve (South Africa).

Annex L: Gender Action Plan

Submitted separately

Annex M: Results Framework

Results Framework - GEF ID 10625

Collaborative platform for African nature-based tourism enterprises, conservation areas and local communities – a response to COVID-19

Indicator / unit	Definition (note if cumulative)	Method/ source	Responsible	Disaggregation	Base line	YR1	YR2	YR3	Notes/ Assumptions
Project Objective: To facilitate access to COVID-19 crisis funding for nature-based tourism enterprises, conservation areas and beneficiary communities in southern and eastern Africa.									
Number of communities and SMEs receiving financial support through the efforts of the project	Cumulative	National CBNRM networks/NGO partners/platform data Will avoid double-counting where possible.	PMU with platform host, CBNRM network, & RCMRD	SME vs community By country Women led and women-only SMEs	0	TBD	TBD	TBD	<p>The PMU/platform host will determine the target SMEs and communities as soon as project implementation begins (within the first 3 months), using metadata the project will collate as well as consulting with the CBNRM networks. It is assumed the CBNRM networks know and have direct access to those women and men beneficiaries most in need and can play a facilitator role for the project.</p> <p>Any financial support is considered positive, but this indicator will not be determining whether those beneficiaries receive 'enough' support to maintain their stability. For communities this would mean avoiding a move to exploitative and unsustainable practices that negatively affect wildlife and habitats. For SME's this would mean not losing their business.</p> <p>It is assumed there is enough financial support going around to adequately benefit targeted NBT SMEs and communities. There is also the risk that the need among communities</p>

									and SMEs may be greater than the capacity of the collaborative platform to meet those expectations.
<p>Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment</p> <p>(GEF CORE INDICATOR 11)</p>	<p>Cumulative</p> <p>Beneficiaries: Individual people who receive targeted support from a given GEF project/ activity and/or who use specific resources that the project maintains or enhances. The support is direct assistance and intentional, and the individuals should be aware they are receiving the support/using the resources.</p> <p>See more details at: https://www.geftracks.com/sites/default/files/2019-04/indicators_0.pdf</p>	<p>Will aggregate the beneficiary users of the platform (collected via registration or another means), plus those receiving specialized matchmaking or business support, and those who have successfully secured funding. PLUS the supporter-users of the platform.</p> <p>Will avoid double-counting where possible</p>	PMU with platform host, CBNRM networks, & RCMRD	<p>By sex</p> <p>By country</p> <p>Beneficiaries vs supporters (of platform)</p>	0	10K (5K female)	15K (7.5K female)	20K (10K female)	See above.
Component 1: Data Clearinghouse									
Outcome 1.1 An online data clearing house facilitates access to key information on the social, environmental, and economic impacts of COVID-19 on the nature-based tourism sector, and prospective COVID-19 funding resources available to help mitigate these impacts.									
Number of users (unique hits) of the on-line data clearinghouse	<p>Cumulative</p> <p>Users: may be supporters or beneficiaries who have visited the platform site or those seeking publicly available information from the Platform for their own reasons.</p>	Online clearinghouse platform data (IP addresses)	RCMRD	<p>Type of user (supporter vs beneficiary, disaggregated by sex if possible)</p> <p>By country</p>	0	TBD	TBD	TBD	<p>Online data clearinghouse is easily found when performing internet searches and/or widely promoted in the right channels.</p> <p>For beneficiaries who would not normally have the connections and/or access to the internet, the CBNRM networks are assumed to</p>

	Users will not be double-counted.								<p>play a facilitation role to enable access through other means. Therefore, it is also assumed these CBNRM networks have the resources (equipment, technology) to do so.</p> <p>It is assumed that the support-users of the platform have will have easy access to the internet, and will take the time or be engaged enough to use this platform.</p>
Percent of targeted and eligible beneficiaries who register to use the platform.	Cumulative	<p>Online clearinghouse platform data</p> <p>This is the number of targeted beneficiaries who successfully register for the platform divided by the total number of targeted beneficiaries, as identified by the project.</p>	PMU with platform host, CBNRM networks, & RCMRD	<p>By country</p> <p>By sex</p>	0	40%	50%	60%	<p>Community beneficiaries will have support of CBNRM networks to have registration/data uploaded to the platform. Face-to-face interactions will be used in the field where technology and connectivity are significant constraints, COVID-19 protocols notwithstanding.</p> <p>Outreach will be conducted to SMEs to invite them to register on the platform.</p> <p>Clear eligibility criteria will be determined for users of the platform as well as guidelines on how users will access and register on the platform.</p> <p>It is also assumed that once registered, users will continue to review funding opportunities.</p>

Component 2: Facilitating links between funders, and communities and the nature-based tourism sector									
Outcome 2.1: Improved communications, cooperation and collaboration between funding institutions/ donors/ potential donors and nature-based tourism businesses and beneficiary communities leads to the growth and well targeted distribution of COVID-19 emergency relief and stimulus packages									
\$ of additional funding leveraged through project efforts that augment existing COVID-19 financial support	Cumulative Existing financial support: that which was already identified and reported on the platform	Reported by funders that have been collaborating with the project	PMU & platform host	Type of beneficiary (SME vs community) # women-led or women-only SMEs By country	0	USD 5 million	USD 10 million	USD >15 million).	Any financial support is considered positive, but this indicator will not be determining whether those beneficiaries receive 'enough' support to maintain their stability. For communities this would mean avoiding a move to exploitative and unsustainable practices that negatively affect wildlife and habitats. For SME's this would mean not losing the business.
Percent of Platform users (SMEs and communities) receiving additional relief funding as a direct result of the matchmaking support provided by the Platform			PMU & Platform host	Communities vs SMEs # women-led or women-only SMEs By country	0	20%	40%	50%	See above.
Outcome 2.2 Improved integration of tourism and wildlife sustainable future pathways in investment decisions by Governments and Finance Institutions									
# key financing institutions, donors and policy makers engaged by the project to consider models of tourism and wildlife sustainable future pathways for economic stimulus/ investment packages	Cumulative	As reported by those doing the promotion and engagement with these groups.	PMU & platform host	By institution By country	0	# institutions TBD; 11 countries	# institutions TBD; 11 countries	# institutions TBD; 11 countries	The PMU/platform host will determine specific targets for financing/donor/policy outreach as project implementation gets underway (within the first 6 months). Intended targets are governmental agencies in all 11 countries, as well as major funding agencies worldwide.
Component 3: M&E and Knowledge Management									

Outcome 3.1 M&E plan implemented for adaptive management									
Percent of M&E plan implemented and completed	Non-cumulative Implemented = outputs produced against the M&E plan, including annual reflection exercise, project progress reports, quarterly financial reports, and terminal evaluation	Source: project reports submitted to WWF GEF Agency (PPR - semi-annual project progress report, PCR – project closeout report, QFR – quarterly financial report, RE – reflection exercise, and TE – terminal evaluation) Annual reflection exercise would review M&E data against the theory of change for review and adaptive management of strategy and input into formulating subsequent workplans.	PMU & platform host	Sex-disaggregated data	0 reports	100% (7) 2 PPR; 4 QFR; 1 RE	100% (7) 2 PPR; 4 QFR; 1 RE	100% (9) 2 PPR; 1 PCR; 4 QFR; 1 RE; 1 TE	In the final year, it is possible that the 12 month PPR and PCR will be combined, in which case there will be 8 outputs. This will be determined depending on the lag time between the end of project activities and operational close of the project and/or if there is a no-cost extension, etc.
Outcome 3.2 Knowledge products are developed and shared with relevant stakeholders to contribute to knowledge management.									
# knowledge and communication products developed and disseminated by the project	Cumulative Knowledge products (publications, leaflets, case studies, best practice documents,		PMU & platform host		0	1 publication; 12 other forms of media content (stories,	2 publications; 24 other forms of media content (stories,	3 publications; 36 other forms of media content (stories,	At least 1 publication will be produced annually and disseminated widely. Various stories, case studies, videos and social media content will be produced monthly and promoted as opportunities arise.

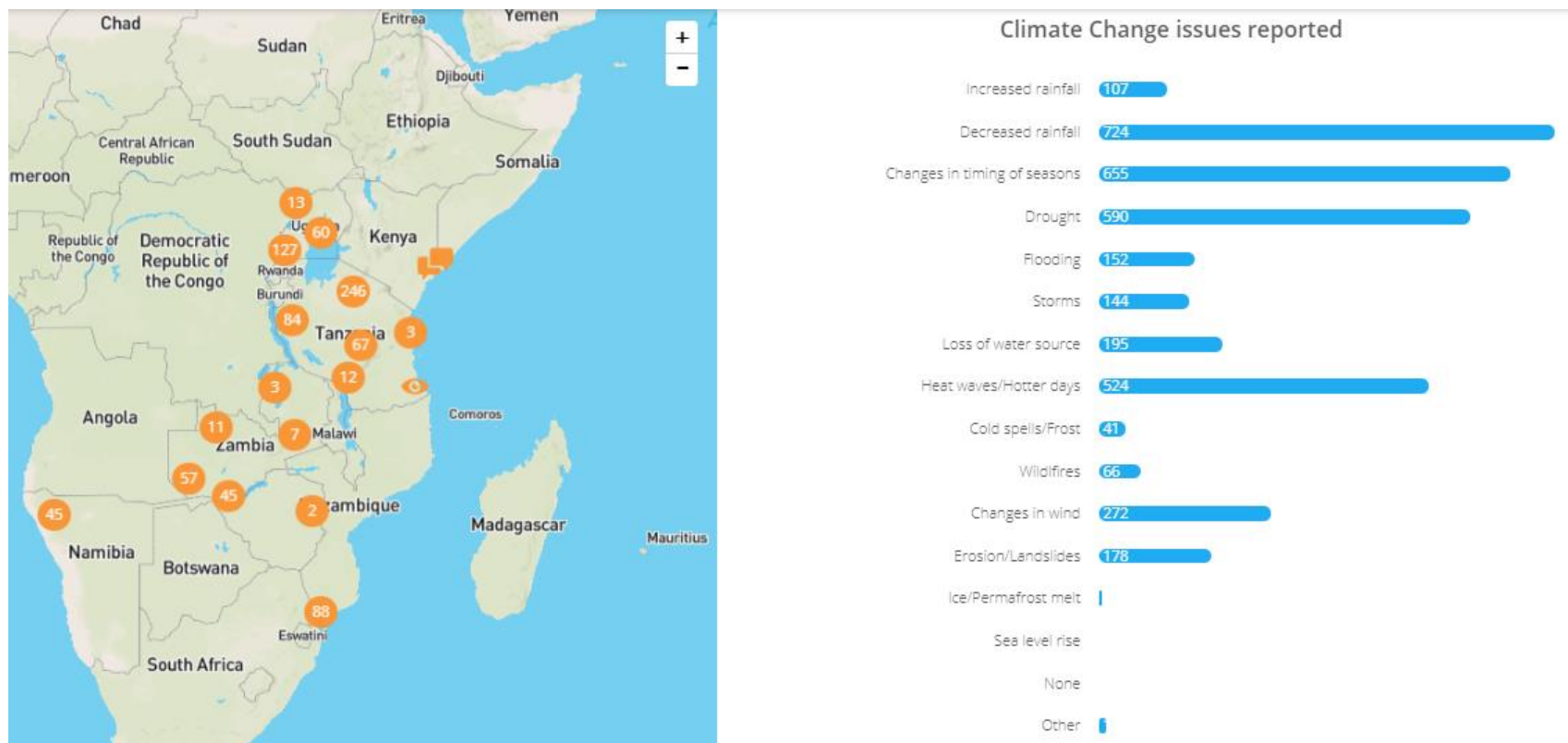
	videos or other media content, etc.)					case studies, videos, social media)	case studies, videos, social media)	case studies, videos, social media)	
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Annex N: Indicative project budget

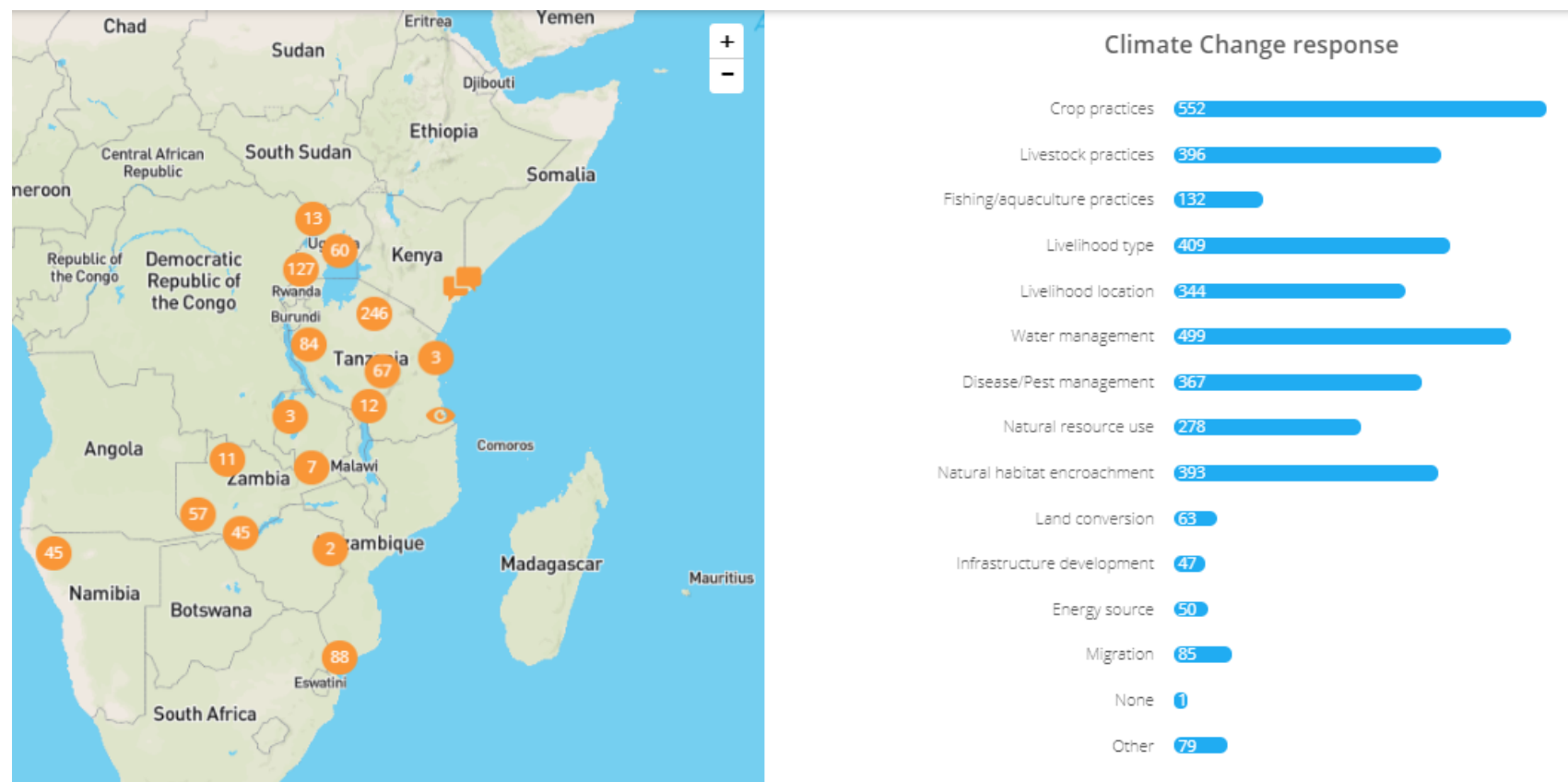
Submitted separately.

Annex O: Changes in weather and climate and resulting community responses

Changes in weather and climate as reported in 872 interviews conducted in Kenya, Mozambique, Namibia, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe. Data accessed from www.wwfclimatecrowd.org on Nov 24, 2020



Community responses to changes in weather and climate as reported in 872 interviews conducted in Kenya, Mozambique, Namibia, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe. Data accessed from www.wwfclimatecrowd.org on Nov 24, 2020



Annex P: Terms of reference for Key PMU positions and platform host

All PMU positions listed below are current employees of WWF US, and will each be dedicating only part of their time to the project. As none of these positions will be hired exclusively for the implementation of this project, only key contributions to the project have been listed below.

Project Manager (33% average annual time)

The project manager will supervise staff in the PMU, coordinate with project partners, and provide the strategic oversight and guidance to project implementation. Having served as the lead on ProDoc development, the PM will work in close collaboration with the platform coordinator to ensure all project activities and deliverables proceed as planned. The PM reports to the Chief Conservation Officer.

Key responsibilities

1. Project Management

- Recruit and contract partner institutions and specialist support services to implement outputs and activities
- Liaise and work closely with all partner institutions to link the project with complementary national, regional and local programs and initiatives
- Oversee the preparation and disbursement of sub-grants
- Manage project expenditure in line with annual budgets and work-plans
- Coordinate with co-financed projects and liaise with project partners to ensure co-financing commitments are realized
- Attract additional partners and co-financing
- Represent the project, as needed, at various meetings and workshops
- Provide support for project supervisions and internal and external reviews/evaluations

2. Staff management

- Supervise the PMU staff including M&E Officer, Program Administrator, and any directly recruited staff or consultants
- Prepare TORs to recruit consultants, staff and sub-contracts in consultation with and for no-objection from WWF GEF Agency

3. Reporting

- Ensure technical quality of products, outputs and deliverables
- Report to the Project Steering Committee (PSC) and the WWF GEF Agency on project delivery and impact via six-month and yearly Project Progress Reports; manage the workflow for the Project Steering Committee (PSC)
- Develop the Annual Work Plan and Budget (AWPB) for each project year, for approval by the PSC and no-objection from the WWF GEF Agency
- Prepare the overall project work plan; review progress of work plan and monitoring plan
- Oversee development of quarterly financial reports and ensure timely delivery to the WWF GEF Agency
- Ensure co-finance reporting on a yearly basis

Program Administrator (5% average annual time)

Under the direction of the GEF Project Manager, manages all financial and operational aspects of the Project including project budgeting, contracting, and financial tracking and reporting. Provides financial and administrative assistance to, and oversight of, program staff and grantees to ensure that budgets and agreements are handled in accordance with WWF policies, procedures, systems, and donor requirements.

Key Responsibilities

- Prepares, administers, and maintains the GEF project budget, ensuring that data is accurate and current. Reviews and monitors status of the budget, against the annual budget and the annual project workplan. Ensures spending levels are appropriate and coding is correct. Identifies problems and recommends corrective action, assists in the revision of budgets and communicates issues to the Project Manager. Ensures GEF Requirements are met including the budget structure contained in the ProDoc Budget, and that all expenses are associated with the incremental costs.
- Coordinates and prepares financial reports for submission to the WWF GEF Agency, ensuring GEF requirements are met.
- Supports, prepares and monitors grant and consultant agreements ensuring compliance with agreement terms. Ensures agreements and payments are processed timely and in accordance with WWF policy and procedures. Prepares paper work for approval, secures signatures, and distributes documents to appropriate parties.
- Reviews and analyzes sub-recipient's financial reports to ensure compliance by sub-recipients with WWF-US and GEF Agency reporting requirements including project partner co-financing. Notifies grantees of any problems or discrepancies and provides technical assistance to grantees in resolving problematic issues.
- Assists independent final evaluation by providing all requested financial information.
- Maintains information and files pertaining to all financial and administrative aspects of the project including agreements. Regularly monitors on-going compliance with WWF reporting requirements and individual project deadlines. Ensures all project reports are acknowledged and routed to appropriate individuals for review.

M&E Program Officer (20% average annual time)

Responsible for delivering the M&E component of the project, including collecting monitoring data to report on project performance indicators, preparing project progress reports, monitoring and reporting on the implementation of the project's Gender Action Plan, Stakeholder Engagement Plan and conformance to the project's Environmental and Social Safeguards.

Key responsibilities

- Work with PM to design methodology for the collection of relevant data in close collaboration with all technical specialists
- Work with implementation partners to ensure they are building and using effective monitoring systems aligned with approved logic models and work plans
- Based on the M&E framework, designs a database that helps maintain data collected over the course of project implementation and is transparent to all partners
- Manage said database to ensure data is accurate and updated, with guidance to ensure consistency of measurement methodologies over time

- Monitor application of project M&E plans, gather and analyze data, and produce quarterly, semiannual, and annual reports on project progress and impact in partnership with the PM
- Provide a completed and up to date Results Framework and Work Plan Tracking for the WWF-GEF Project at the end of each project year
- Assist the PM to write the 6-month and 12-month Project Progress Reports for the WWF-GEF Project, including progress, reflections, adaptive management, M&E outcomes, and project ratings
- Proactively investigate and reflect on emerging data collection for adaptive management proposals
- Provide input into an annual reflection workshop to inform adaptive management of the project
- Collect and analyze additional data relevant to project from external sources
- Troubleshoot data collection challenges
- Monitor for data inaccuracies or inconsistencies and seek clarifications when needed
- Provide logistical and coordination support to facilitate project evaluations (by WWF-GEF Agency and external evaluators)
- Assist with other project functions as needed

Platform host TOR

The platform host will serve as the main point of coordination for project activities, working in close collaboration with the PMU, sub-grantees, and all other project partners. The platform host will be listed along with the PMU as the technical manager on all sub-grants. The platform host will play a critical role in developing, operationalizing and maintaining the Platform in the shortest time possible.

Key responsibilities

- Day-to-day management of project activities and results to achieve the project objective and targets
- Ability to readily connect with key tourism and community stakeholders, PA authorities, government agencies, donors, NGOs, and other partners
- Coordinate with in-country facilitators (primarily national CBNRM networks and NGOs) to gather data and funding proposals from communities
- Identify specific COVID-19 funding/financing opportunities for the nature-based tourism sector
- Facilitate, catalyze and help to streamline opportunities and dialogue between willing funding agencies, philanthropic donors and investors.
- Determine the most efficient and effective distribution channels to provide emergency funding support
- Connect the communities and SMEs to donors and investors, working with the national CBNRM networks, support NGOs and other groups
- Assist the different partners to articulate their demands and expectations from the funding/financing opportunities
- Help to prepare funding applications, business proposals and/or work plans
- Coordinate outreach to governments, financial institutions and others on policy issues

Communications and meetings

- Manage communications, including working with partners to create publications, case studies, stories, videos, webinars, policy dialogues and roundtables, to share the findings and lessons learned
- Ensure smooth coordination and communication among all project partners
- Manage stakeholder engagement throughout the project duration

- Hold regular virtual meetings with the partners involved in each outcome
- Organize inception workshop and other project-level workshops/meetings
- Lead planning and organization for reflection workshops to identify lessons learned and propose potential changes for adaptive management to ensure project results and indicator targets are reached
- Manage the design of project website, and its ongoing maintenance and updates

Functional support

- Provide and maintain staff to manage the Platform and its activities, working in close tandem with the PMU
- Provide a physical base for the Platform in eastern & southern Africa
- Provide basic support functions for staff of the Platform (e.g. office space and basic operations, IT support, payroll, procurement, immigration, etc.)
- Sub-contract services to some providers as necessary to deliver the aims of the Platform

Annex Q: Knowledge management, sharing and communications

Utilizing available knowledge to apply best practices and lessons learned is important during both project design and implementation to achieve greater, more efficient, and sustainable conservation results. Sharing this information is then useful to other projects and initiatives to increase effectiveness, efficiency, and impact among the conservation community. Knowledge exchange is tracked and budgeted in Component 3 of the Results Framework.

Prior to finalizing the project design, existing lessons and best practices were gathered from stakeholder consultations with CBNRM networks, and many other partners, as well as from a rapid review of existing platforms and funding mechanisms conducted by IIED and incorporated into the project design. Please reference Section 3.7 to review the lessons and understand how they were utilized.

During project implementation and before the end of each project year, knowledge produced by or available to the Project will be consolidated from project stakeholders and exchanged with communities and SMEs involved in the NBT sector nationally and regionally, national CBNRM networks and their partners, NGOs, academic institutions such as the African Leadership University, and relevant child projects under the GEF Global Wildlife Program and Drylands Sustainable Landscapes Impact Program. This collected knowledge will be analyzed alongside project monitoring and evaluation data at the annual Adaptive Management meeting. It is at this meeting that the theory of change will be reviewed, and modifications to the annual work plan and budget will be drafted. Making adjustments based on what works and what does not work should improve project results.

Lessons learned and best practices from the Project will be captured from field staff and reports, policy briefs, peer-reviewed and other publications, stories, videos, webinars, dialogues and roundtables, and from stakeholders at the annual Adaptive Management meeting. External evaluations will also provide lessons and recommendations. These available lessons and best practices will then be documented in the semi-annual project progress reports (PPR) (with best practices annexed to the report).

The PMU Project Manager will ensure that Project Steering Committee members, project partners (national CBNRM networks, partner NGOs, and others), donors, and other stakeholders as relevant are informed of, and where applicable invited to, the Adaptive Management meeting, formal evaluations, and any

documentation on lessons and best practices. These partners will receive all related documents, such as Evaluation Reports and relevant knowledge products resulting from the project to ensure the sharing of important knowledge products.

A strategic communications plan has been budgeted for this Project and will include the following knowledge and communication products:

- Component 3: M&E and knowledge management
 - The Project will meet the reporting requirements of the WWF GEF Agency, producing the following reports: biannual Project Progress Reports (PPR) including the Project Closeout Report, annual work plan tracking, annual Financial Progress Reports, and a Terminal Evaluation.
 - The project will also produce several knowledge management products to share project lessons and COVID-19 analysis, including policy briefs, case studies, peer-reviewed and other publications, webinars, dialogues, stories, videos, roundtables and social media content.

All knowledge and communication products produced by the Project will be shared on a project-specific website, hosted by RCMRD. This will allow a wider audience to gain knowledge from the Project. In addition, the Platform Coordinator will share these documents with stakeholders, particularly marginalized communities, more directly through the national CBNRM networks and NGO partners, using in-person, radio and SMS communication channels where appropriate.

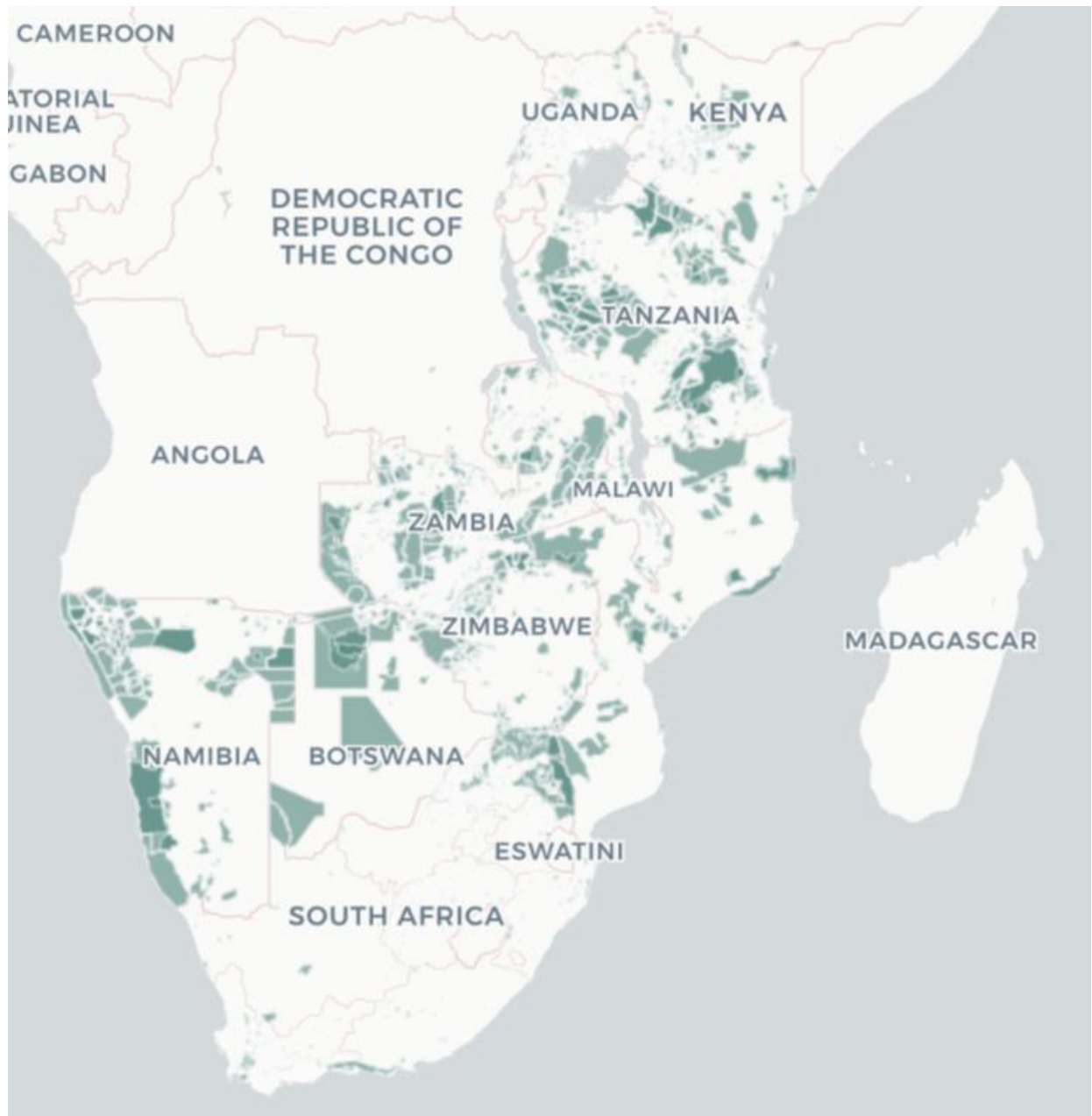
The Project has budgeted for the hosting of 2 annual workshops with all key project partners to share best practices and lessons learned from the Project and to learn from practitioners in the same field to strengthen the Project. All platform partners will use their regional and global communication networks to further promote the knowledge management products. Recommendations and solutions will be featured and linked to ongoing and upcoming regional and global events, such as the African Protected Areas Congress and the World Conservation Congress, amongst others, as well as through other relevant programs such as the Global Wildlife Program and Drylands Sustainable Landscapes.

One important knowledge management aspect of the project is the 'Lessons lab' facilitated by Maliasili which will document different models and solutions to the COVID19 crisis, and create convening spaces where different actors can share lessons, insights, and generate new ideas to address ongoing challenges in a manner that allows immediate and adaptive responses. It will link key national and local actors working with the Platform, as the key partners and stakeholders in the learning processes.

Significantly, in the long-term, the platform will contribute to sharing of lessons and experience amongst communities, SMEs, national CBNRM networks, and others throughout Africa, to enhance implementation, diversification and innovation in the post-COVID-19 recovery period as well as in design of future responses to shocks and stressors.

Annex R: Project Maps

Protected areas across the 11 project countries



Key tourism sites across the 11 project countries (preliminary data from platform prototype viewer)

