# Evaluation of the Global Wildlife Program

Unedited Version
June 17, 2024

**TABLE OF CONTENTS**

*Abbreviations and Acronyms* ..... *iii*

*Quick Scan* ..... *1*

*Introduction* ..... *6*

*Background* ..... *7*

The IWT Problem ..... 7

International Programming ..... 9

Response to Previous IEO Evaluations ..... 11

*Findings* ..... *12*

A. Program Level Analysis ..... 12

B. Project Level Analysis ..... 25

C. The Impact of COVID-19 ..... 36

D. Policy coherence ..... 42

E. Risk Identification ..... 50

F. Stakeholder Engagement ..... 53

*Conclusions* ..... *57*

*Recommendations* ..... *60*

*Annex A: Project Ratings and GANTT Chart* ..... *61*

*Annex B: Projects Examined* ..... *66*

*Annex C: GEF-funded projects related to efforts to combat illegal wildlife trade* ..... *69*

*Annex D: Works Cited* ..... *71*

*Annex E: List of Interview Subjects* ..... *74*

*Annex E: Evaluation Matrix* ..... *78*

## TABLES AND FIGURES

### TABLES

Table 1: Outcome and sustainability ratings of GWP and WCD projects compared to the average for all validated GEF-6 and GEF-7 projects……31

### FIGURES

Figure 1: Evolution of the Program: From an explicit objective to reduce threats on known species to a broader goal of maximizing GEBs while ensuring benefits reach countries and communities..... 14
Figure 2: Map showing the overall relevance of the IWT component in GWP GEF projects (reflecting targeted internal and external demand) ..... 16
Figure 3: Distribution of GWP child projects across GEF replenishment cycles ..... 25
Figure 4: Average GEF grant amount for national projects vs. total GEF grant for global coordination project across GEF replenishment cycles. ..... 26
Figure 5: Distribution of GWP and WCD child projects across regions..... 27
Figure 6: Distribution of GEF grants across the top 10 recipient countries of the GWP and WCD ..... 28
Figure 7: Distribution of GWP and WCD child projects by lead agency including the coordination grant..... 29
Figure 8: Percentage of GEF grants to GWP and WCD child projects by agency, excluding global coordination projects..... 29
Figure 9: Challenges associated with COVID-19 and key project phases. Based on information from the IEO's "Evaluation of the Effects of the Covid-19 Pandemic on GEF Activities ..... 37

ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| CBD | Convention on Biological Diversity |
| CI | Conservation International |
| CITES | Convention on International Trade in Endangered Species of Wild Fauna and Flora |
| COP | Conference of Parties |
| DNP | Department of National Parks, Wildlife, and Parks Conservation |
| ESIA | Environmental and Social Impact Assessment |
| ESF | Environmental and Social Framework |
| FAO | Food and Agricultural Organization |
| FPIC | Free, Prior and Informed Consent |
| FSP | Full-sized Project |
| GBBF | Global Biodiversity Framework Fund |
| GBF | Global Biodiversity Framework |
| GEF | Global Environmental Facility |
| GWP | Global Wildlife Program |
| HAWEN | Horn Of Africa Wildlife Enforcement Network |
| HWC | Human-Wildlife Conflict |
| ICCN | Institut Congolais pour la Conservation de la Nature |
| ICCWC | International Consortium on Combating Wildlife Crime |
| IEO | Independent Evaluation Office |
| IP | Implementation Progress |
| IPLC | Indigenous Peoples and Local Communities |
| IUCN | International Union for Conservation of Nature |
| IWT | Illegal Wildlife Trade |
| KAZA | Kavango–Zambezi |
| LAC | Latin America and the Caribbean |
| M&E | Monitoring and Evaluation |
| MAR | Management Action Record |
| MEA | Multilateral Environmental Agreement |
| METT | Management Effectiveness Tracking Tool |
| MIKE | Monitoring the Illegal Killing of Elephants |
| MOU | Memorandum of Understanding |
| MSP | Medium-sized Project |
| MTR | Mid-term Report |
| NBSAP | National Biodiversity Strategies and Action Plans |
| NBT | Nature-based Tourism |
| NGO | Non-Governmental Organization |
| NIAP | National Ivory Action Plan |
| OPS6 | Sixth Comprehensive Evaluation of the GEF |

| | |
|---|---|
| OPS7 | Seventh Comprehensive Evaluation of the GEF |
| PA | Protected Area |
| PDO | Progress Development Objective |
| PFD | Program Framework Document |
| PIR | Project Implementation Report |
| PSC | Project Steering Committee |
| SECU | Social and Environmental Compliance Unit |
| SFM | Sustainable Forest Management |
| SMART | Spatial Monitoring and Reporting Tool |
| STAP | Scientific and Technical Advisory Panel |
| STAR | System for Transparent Allocation of Resources |
| TE | Terminal Evaluation |
| TFCA | Transfrontier Conservation Area |
| TOC | Theory of Change |
| UNDP | United Nations Development Programme |
| UNEP | United Nations Environment Programme |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNIDCAN | Unidad de Investigación de Delitos Contra el Ambiente y Naturaleza |
| UPMA | Unidad Nacional de Policía de Protección del Ambiente |
| USAID | US Agency for International Development |
| WB | World Bank |
| WBE | Wildlife-based economy |
| WCD IP | Wildlife Conservation for Development Integrated Program |
| WCS | Wildlife Conservation Society |
| W-MIS | Wildlife Management Information System |
| WWF | World Wildlife Fund |

## QUICK SCAN

**1. Biodiversity conservation efforts are severely threatened by illegal wildlife trade (IWT), which endangers numerous species and ecosystems worldwide.** Valued at an estimated 7–23 billion USD annually, IWT is one of the most lucrative illegal industries globally, presenting a complex and highly dynamic challenge that affects nearly all countries not just those with high biodiversity. Despite the scale of the problem, existing funding and approaches to combat IWT are inadequate. In response to these persistent threats, the GEF launched the Global Wildlife Program (GWP) in 2015 to address the supply and demand for illegal wildlife products through a coordinated effort.

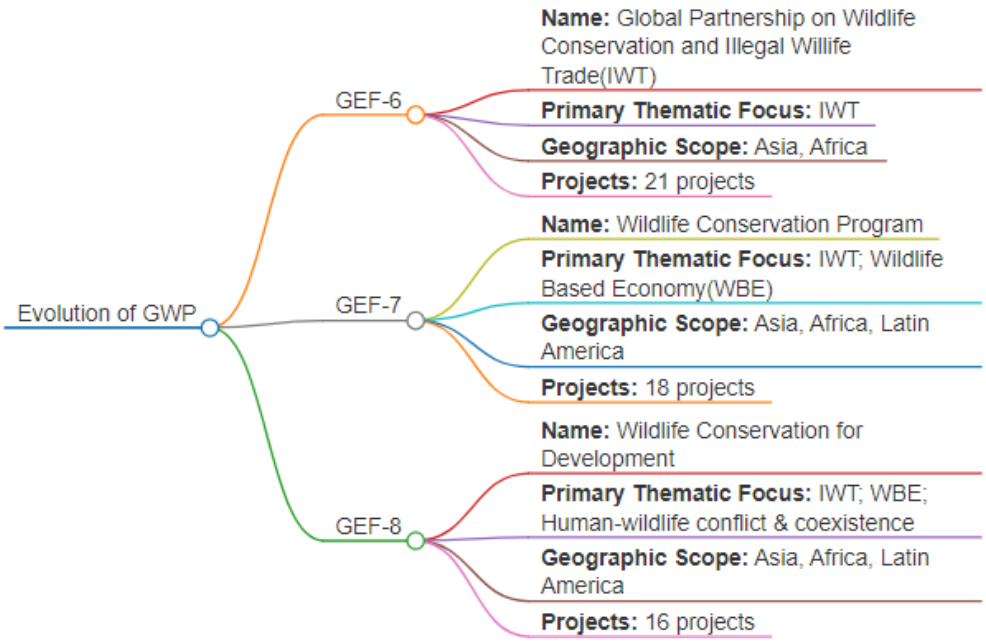
**2. This evaluation assesses the effectiveness, relevance, coherence, and results of the Global Environment Facility (GEF) supported Global Wildlife Program (GWP).** It examines the program's performance in supporting wildlife conservation efforts through ongoing and recently completed GWP projects. The evaluation explores the GWP's evolution, programmatic additionality, approach and processes, monitoring and evaluation (M&E), and knowledge management. Particular emphasis is placed on the program's relevance in addressing wildlife trade (IWT), the primary focus during the pilot GEF-6 phase and continuing through subsequent phases. Additionally, the evaluation considers the impact of cross-cutting issues such as COVID-19, risks, and stakeholder engagement on the program.

**Key Findings and conclusions**

*Program Evolution*

**3. The Global Wildlife Program has grown both thematically and geographically to address the global complexity of illegal wildlife trade (IWT).** In its pilot phase, the program tackled illegal wildlife trafficking (IWT) through twenty-one projects in 19 countries of Asia and Africa. The program then expanded to encompass Latin America during GEF-7, while introducing a focus on empowering local communities through wildlife-based enterprises (WBE) like ecotourism. The most recent phase, under GEF-8, marks the evolution into the Wildlife Conservation for Development Integrated Program (WCD IP). This broader program now addresses human-wildlife conflict and coexistence, zoonotic diseases, sustainable use and trade alongside addressing IWT (Figure below). This multifaceted approach reflects a growing recognition of the interconnected challenges in wildlife conservation. The GEF-8 GWP is part of the eleven GEF IPs where unlike earlier phases, the participating countries receive financial incentives in addition STAR allocation.

Figure A: Evolution of Global Wildlife Program (GWP)




**4. Progress has been made in fostering coordination, supporting knowledge exchange, and learning among national projects, program stakeholders, and partners**. The Program continues to develop knowledge products and guidance materials while providing essential technical support and training on relevant and emerging topics that align with its thematic focus and project priorities. It has also worked to improve collaboration with key partners on issues with customs, police, and the judiciary. The Program has adapted to persistent monitoring and reporting challenges in GEF-6 and GEF-7 phases by implementing practical solutions. Additionally, the program navigated the COVID-19 restrictions by transitioning to virtual modes where possible, ensuring continuity of its coordination and knowledge exchange activities. The GEF-6 Phase also established a centralized platform for knowledge management, which has been further developed and leveraged in subsequent phases of the Program.

**5. Despite significant progress, a few challenges remain related to knowledge management, results monitoring, and coordination.** Valuable insights and lessons on the Program's additionality are not systematically collected or shared. Addressing this is crucial, given the dynamic nature of the Program and its potential for repurposing, transfer to new lead agencies, or discontinuation. Reporting on program-level results for the GEF-6 and GEF-7 phases has presented some difficulties for the GWP global coordination project. This is due to the limited use of GWP-specific tracking tools and program level indicators by national projects, despite the provisions in the program framework. Additionally, inconsistent timelines between child and global projects have constrained program-level results reporting. Another challenge is finding the right balance between ensuring program process-related efficiency and allowing sufficient preparation time for project participation.

*Relevance to Addressing IWT*

**6. The Program portfolio appropriately focusses on addressing illegal wildlife trade but reducing demand across the illegal wildlife trade supply chain faces challenges.** Most projects under the Global Wildlife Program (GWP) prioritize IWT, but the focus has slightly decreased from GEF-6 to GEF-8. While the initial GWP phase centered on preventing poaching and illegal trade, later projects have expanded to address other conservation issues such as human-wildlife conflict and co-existence and zoonotic diseases responding to the multidimensional aspects of wildlife conservation. Project efforts to combat wildlife trafficking include law enforcement improvements, establishing specialized investigation units, equipping anti-poaching brigades, and utilizing advanced technologies. The Program is working with key partners to enhance coordination between customs, police, and judiciaries. Despite the program's evolving strategies, reducing demand for illegally traded wildlife products face obstacles such as lack of incentives, political and cultural sensitivities, and the specific nature of child projects. The GEF-8 WCD IP has introduced behavior change and financial incentives to prioritize anti-IWT actions, but their implementation in child projects remains to be seen.

**7. Child projects within the Program are leveraging advanced technologies to combat illegal wildlife trade and support biodiversity conservation**. Key technologies include e-CITES, the Wildlife Management Information System (W-MIS), and the Spatial Monitoring and Reporting Tool (SMART). In South Africa, LoRa technology is used for remote monitoring of rhinos, while the EarthRanger technology solution is being used to improve park management in Botswana, Congo, and Mozambique. Innovations such as drones, camera traps, and AI tools are deployed in Ethiopia and Afghanistan. Thailand employs the IBM i2 database and DNA/NMR technologies for wildlife crime forensics. Mozambique uses an online timber traceability system and georeferencing of elephant crossing points. The Gabon project help establish a laboratory for ivory traceability using genetic analysis, which also serves other countries in the region.

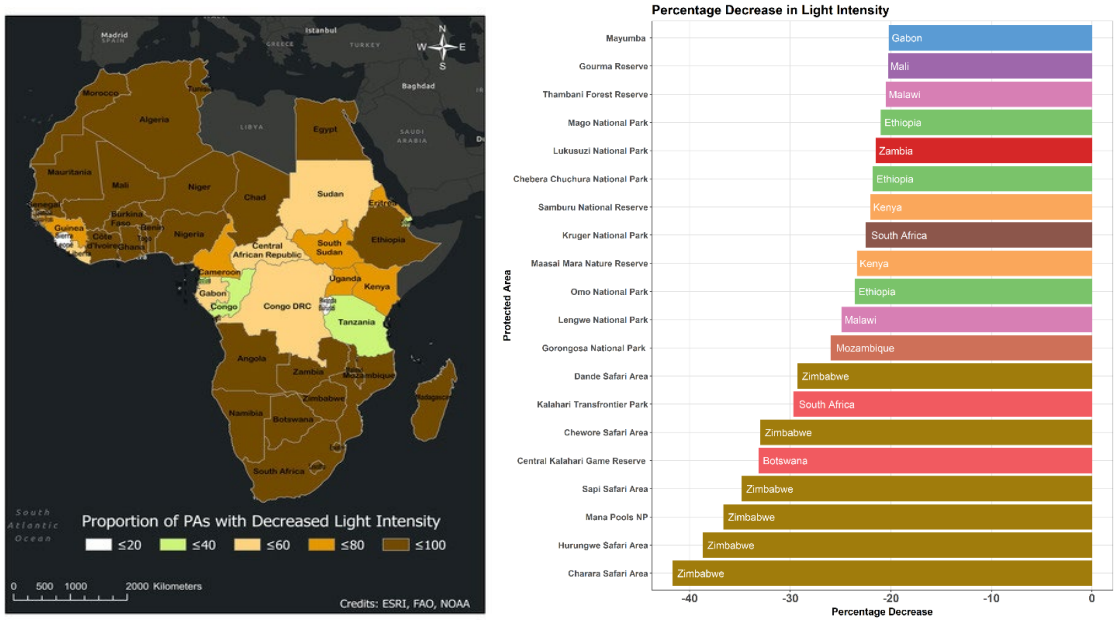
**8. All completed GWP national projects were part of the pilot GEF-6 phase and reported satisfactory outcome ratings.** Key factors contributing to their success included relevant project design, solution-oriented implementation support, effective stakeholder coordination, and adaptive management. However, pandemic-related delays, inadequate planning and implementation, capacity issues, security risks, lack of safeguards, and adverse national circumstances, presented challenges. The global coordination project during the pilot phase was also deemed “satisfactory” overall. Despite the success, it faced difficulties in enhancing the monitoring and evaluation of child projects.

*Impact of COVID-19*

**9. The COVID-19 pandemic significantly impacted the Global Wildlife Program (GWP), disrupting the implementation of projects in GEF-6 and GEF-7 and influencing the design scope GEF-8 WCD IP.** The pandemic underscored crucial links between biodiversity loss, illegal wildlife trade (IWT), and zoonotic diseases, providing a unique opportunity to address these interconnected issues. It also revealed risks of overreliance on tourism-dependent wildlife-based economies (WBE) around protected areas, which faced setbacks due to travel disruptions (Figure below). Analysis of nighttime lights and anonymized mobility data highlighted a significant reduction in tourism-related economic activities in most protected areas in Africa, including all the GEF-supported PAs. In response, the GEF-

8 WCD IP integrated "One Health" principles to enhance pandemic preparedness and adopted diversified livelihood approaches to strengthen wildlife conservation efforts.

Figure B: Map and figure showing the proportion of protected areas (PAs) with decreased light intensity, a proxy for economic activity during COVID 19.




*Policy coherence*

**10. Policy coherence is crucial for the success of GWP projects due to the cross-cutting nature of IWT and the need to align diverse interests and the multiple stakeholders involved.** The GEF has taken steps to enhance clarity regarding policy coherence, including issuing recent guidance and establishing a definition in GEF-8. Although there was no formal GEF policy coherence agenda during the GEF-6 and GEF-7 phases, several GWP projects have made progress in this area. This progress has been achieved through broad-based collaborations, enacting legislation with strengthened enforcement through national-level strategies, enforcement technology, and regional and international cooperation. However, achieving policy coherence remains challenging and requires greater collaboration among various entities and stakeholders, aligning priorities across multiple policy areas, and addressing the limited resources available for sustained engagement.

*Crosscutting Issues*

**11. Conflict and fragility, COVID-19 and other zoonotic diseases, insufficient human rights considerations for Indigenous Peoples, and climate change are consistently identified as key risks for GWP projects.** However, simply identifying these risks has not always led to corresponding mitigation measures during project implementation. Conflict and fragility pose critical risks, and while several projects acknowledge the threat of insecurity and political instability, explicit mitigation measures are not consistently identified. Insufficient human rights considerations for Indigenous Peoples and local communities remain a recurring risk, particularly as GWP increasingly focuses on

human-wildlife co-existence and wildlife-based economies. Climate change presents significant and growing challenges, especially in vulnerable regions. Although some projects have strategically prioritized enhancing climate resilience through habitat conservation and adaptive management, others have considered climate change as "beyond the scope of the project."

**12. The Program has made progress on gender equality but would benefit from better engagement with Indigenous Peoples, Local Communities (IPLCs), and the private sector for a more inclusive approach.** While gender integration aligns with GEF priorities and IPLC engagement has increased gradually through the Phases, overall involvement remains limited. Despite the requirement for all child projects to incorporate gender mainstreaming, the focus on gender varied across projects. Some GWP GEF-7 projects effectively included IPLCs through consultations and targeted outcome indicators. Challenges in IPLC engagement include perceived difficulties in meeting obligations like free, prior, and informed consent (FPIC) and ensuring the effectiveness of strengthened safeguards. Additionally, private sector collaboration was lacking in earlier phases. However, the GEF-8 WCD IP proposes to prioritize private sector engagement by diversifying wildlife conservation financing and building public-private-community partnerships.

**Recommendations**

**Recommendation 1:** The GEF should explore avenues to bolster support for GWP child projects that prioritize enhanced cross-border collaboration on Illegal Wildlife Trade (IWT). This could be achieved by encouraging countries to exchange data and evidence, engage in cross-border wildlife monitoring, and coordinate joint initiatives with other countries.

**Recommendation 2:** The results frameworks and indicators selected in the child projects should be aligned with the program framework document to demonstrate overall program-level effectiveness and additionality. This requires clearly defining roles and responsibilities among the implementing agencies, the GEFSEC, and the lead agency, as well as aligning the global and child project timelines.

**Recommendation 3:** To further strengthen knowledge management in the GWP, the GEF Secretariat should support a knowledge management platform which systematizes the collection and sharing of knowledge across the program phases. This would ensure continuity in knowledge management even when there are changes in program management. Additionally, the coordination grant component and the child projects should be better aligned in timing.

**Recommendation 4:** Conducting comprehensive risk assessments during the design phase, with regular updates throughout the project lifecycle, is essential for the effective and sustainable implementation of the Program. Emphasis should be placed on monitoring risks related to climate change, conflict, fragility, pandemics, unsustainable tourism, and human rights violations.

## INTRODUCTION

1. The main purpose of this evaluation is to assess the Global Wildlife Program (GWP) supported by the GEF. It examines the program's relevance, coherence, and results from ongoing and recently completed projects in supporting wildlife conservation efforts. Additionally, evaluation delves into the GWP's evolution, its programmatic additionality, governance structure, management arrangements, coordination mechanisms, and monitoring and evaluation (M&E) systems. Particular emphasis is placed on assessing the program's relevance in addressing illegal wildlife trade (IWT), which was the primary objective during the pilot GEF-6 phase and has remained an important area of focus through the three GEF phases (GEF-6 through GEF-8). Since several projects from the first phase in GEF-6 are either completed or nearing completion, both global and child projects associated with IWT are closely examined to assess the program's effectiveness in achieving this goal. In addition, this evaluation also reviews the portfolio of ongoing projects under the GWP GEF-6 and GEF-7.

2. This evaluation builds upon the foundation laid by the Independent Evaluation Office's (IEO) 2017 formative assessment[1], which concentrated on the GWP's design and structure. Since the 2017 evaluation, many GWP GEF-6 child projects have produced midterm reports or terminal evaluations. Additionally, several GWP GEF-7 child projects have reported on their initial implementation efforts, and those in GEF-8 have started designing their projects. Furthermore, the Global Wildlife Program has expanded and evolved into the Wildlife Conservation for Development(.WCD) IP, with a shift in the role of IWT in the Program. The closure of early projects and these recent changes in the program present a timely opportunity to assess GEF's support for wildlife conservation through the GWP.

3. The evaluation addresses the following key aspects:[2]

(a). Relevance, efficiency, performance, and coherence of the program.

(b). Governance, management arrangements, additionality, coordination, and M&E of the Program

(c). The extent to which GWP projects address policy coherence.

(d). Incorporation of learning and knowledge sharing

(e). The ways in which GWP projects assess and address risks.

(f). Stakeholder engagement, including women, IPLCs, and the private sector.

4. The evaluation uses a mixed-methods approach, combining desk reviews, portfolio analysis, and interviews with key informants. The assessment utilized complementary quantitative and

[1] It produced eleven findings and five recommendations, which fed into the Sixth Comprehensive Evaluation (OPS6) - GEF IEO, OPS 6 Final Report: The GEF in the Changing Environmental Finance Landscape (2018), https://www.gefieo.org/evaluations/ops6-report.

[2] An evaluation matrix can be found in Annex E. Note that "policy coherence" has been included as a cross-cutting theme in the IPs during GEF 8,

qualitative analytic approaches—including portfolio analysis, in-depth analyses (including field verifications), geospatial analysis, and interviews for triangulation.

5. This evaluation is structured as follows. After the introductory section, Section II provides the background for this report, describes the IWT problem, outlines international programming, and summarizes recommendations from the 2017 evaluation. Section III presents the evaluation findings, analyzing how changes in the program reflect prior recommendations. It includes a portfolio analysis, and discussions on IWT relevance, monitoring and evaluation, policy coherence, knowledge sharing, effects of COVID-19, demand reduction, risk assessment, and stakeholder engagement. Section IV offers conclusions and recommendations.

## BACKGROUND

6. The first subsection describes the scope and primary causes of illegal wildlife trade. The next subsection provides an overview of international programming to address IWT, focusing on developments since the 2017 IEO evaluation. Finally, the last subsection summarizes the responses to the recommendations from the 2017 IEO evaluation on IWT.

### The IWT Problem

7. Illegal wildlife trade (IWT) is the harvesting and sale or exchange of biological resources (animals and plants) for medicine, fashion, food, or pets, without appropriate legal permission.[3] This trade ranges from local or regional trade in illegal wildlife products to transnational trafficking of high-value products (such as ivory). The global value of this trade is estimated to be $7-23 billion annually.[4] Despite significant global attention, the products of charismatic megafauna—such as elephant ivory and rhino horn—remain in demand. Other animals, including amphibians, birds, reptiles, big cats, pangolins, and many other lesser-known species, are under serious pressure as well. For example, over the past decade, approximately one million pangolins have fallen victim to poaching, solidifying their status as the world's most trafficked mammals; and wild tiger populations are estimated at 3,800.[5] Still, certain locations have seen reduced poaching incidents. The CITES Program for Monitoring the Illegal Killing of Elephants (MIKE) reported a continued downward trend in elephant poaching across project sites in Africa in 2021.[6] Poaching incidents have increased in other locations, however; Namibia, after experiencing a significant decline in rhino poaching from 2015 to 2021, reported a 93% increase in 2022.[7]

---

[3] U.S. Customs and Border Protection, Wildlife Trafficking (last updated Aug. 1, 2023), https://www.cbp.gov/trade/programs-administration/natural-resources-protection/wildlife-trafficking#:~:text=Illegal%20wildlife%20trafficking%20is%20one,or%20pets%20sold%20to%20consumers. Note that Illegal Wildlife Trade under the GWP only includes fauna.

[4] GEF, Global Wildlife Program GEF-8 Program Framework Document, 13 (2023) (hereinafter "GWP GEF-8 PFD"); United Nations Environment Programme, The Rise of Environmental Crime: A Growing Threat to Natural Resources Peace, Development and Security (2016).

[5] TRAFFIC, Illegal Wildlife Trade: Enhancing Responses to Wildlife Crime and Illegal Trade, https://www.traffic.org/about-us/illegal-wildlife-trade/, (last accessed Feb. 28, 2024).

[6] CITES, MIKE (2022), https://cites.org/sites/default/files/documents/E-CoP19-66-05.pdf.

[7] Ogao, E, Rhino Poaching in Namibia Reaches Record High, ABC News (Feb. 2, 2023). https://abcnews.go.com/International/namibia-reports-record-rise-rhino-poaching/story?id=96842444.

8. **IWT is one of the leading threats to biodiversity globally.** The illegal trafficking and unsustainable trade in wildlife commodities are causing unprecedented declines in wildlife species populations, pushing certain species toward extinction. The 2023 update to the IUCN Red List includes 157,190 species, of which 44,016 are threatened with extinction.[8] IWT also generates novel biosecurity and human health risks through the transport and introduction of alien and invasive species—as well as the pathogens and diseases they carry. These risks are exacerbated by human encroachment into previously unexplored habitats, which brings with it increased exposure to diseases in wildlife populations.[9] Biodiversity conservation, including addressing IWT, is therefore framed as the first line of defense against the next pandemic.

9. **Researchers connect the supply and demand factors that drive IWT to various root causes related to governance.** The growing demand for illegal wildlife products, particularly from expanding economies in Asia, is one driver of IWT. On the supply side, increased poaching is driven by various factors: subsistence harvesting, opportunistic harvesting, deliberate criminal behavior, and the reactionary killing of animals.[10] Some of the root causes of the problem can be traced to governance failures, corruption, and a lack of consistent and meaningful coordination among the numerous intra- and intergovernmental agencies that play a role across the IWT supply chain, including wildlife, finance, and tourism ministries, among others. As a result, it remains difficult to address IWT in a coordinated and sustained manner.

10. **In addition to enforcement activities, there is a rising recognition of the efficacy of behavior change strategies in curbing demand for illegal wildlife products**. Demand for wildlife products stems from various factors including the need for sustenance, cultural significance, financial motives, and traditional medicinal beliefs.[11] Given that IWT is fundamentally driven by human behavior, interventions such as education and awareness campaigns, community outreach initiatives fostering trust, leveraging social influence, and employing behavioral insights and nudges are increasingly embraced as essential components of a comprehensive approach to tackling this issue.[12] Though enforcement strategies remain crucial in combating IWT, they are insufficient as standalone solutions in the long term, given the complexity of demand for wildlife products.[13] As a result, there is growing consensus that addressing the root causes of demand requires identifying specific behaviors requiring modification, comprehensively understanding these behaviors, and employing tailored interventions to combat the demand side of IWT.

11. **Strategies to address IWT increasingly involve affected communities.** In attempts to reduce IWT, governments from different countries have committed to supporting community involvement

[8] IUCN Red List.
[9] Conversely, the Dilution Effect asserts that where species vary in susceptibility to infection by a pathogen, higher diversity often leads to lower infection prevalence in hosts. Khalil et al., Declining Ecosystem Health and the Dilution Effect, 6 Scientific Reports 31314 (2016), https://www.nature.com/articles/srep31314#citea.
[10] McEvoy et al., Two sides of the same coin - wildmeat consumption and illegal wildlife trade at the crossroads of Asia, Biological Conservation, Vol. 238, 108197 (2019).
[11] Keskin, B. et al., Quantitative investigation of wildlife trafficking supply chains: a review, Omega, Vol. 115, 102780 (2023).
[12] Wallen, K. & Daut, E., The Challenge and opportunity of behavior change methods and frameworks to reduce demand for illegal wildlife, Nature Conservation 26:55-75 (2018).
[13] Challenger, D. & MacMillan, D., Poaching is more than an enforcement problem, Conservation Letters, 7(5), 484- 494 (2014).

as an essential component of anti-IWT initiatives.[14] This can be accomplished by increasing benefits from wildlife conservation, decreasing the costs of living in conflict with wildlife, reducing the benefits of engaging in IWT, and increasing the costs, monetary and otherwise, of engaging in IWT.[15] Community-level strategies can include converting poachers into protectors and supporting conservation tourism. Some researchers have also suggested that to combat the threat of wildlife trade, particularly on a domestic scale, project designs should devise innovative strategies that address traditional beliefs.[16]

12. **Corruption continues to facilitate IWT, particularly in source and transit countries.**[17] A lack of awareness of IWT among law enforcement agencies, prosecutors, police, and judges, combined with scarce prosecutions, allows IWT to flourish in many countries without severe consequences. Transnational criminal networks, which also illegally traffic weapons, drugs, and humans, engage in IWT as well. Enforcement is most often focused on agents on the ground, which often means targeting low-level poachers, not the kingpins and gang bosses who control the trade and realize the profit.[18]

**International Programming**

13. In the last several decades, various international organizations and entities, including the GEF, have committed funding and undertaken programmatic efforts to address IWT. **The GEF continues to assist countries in meeting their international obligations under multilateral environmental agreements (MEAs) including the Convention on Biological Diversity and the Convention on International Trade in Endangered Species.** The GEF through its various projects and programs, including GWP, supports the implementation of National Biodiversity Strategies and Action Plans (NBSAPs) and contributes to the achievement of targets within the Kunming-Montreal Global Biodiversity Framework (GBF), which builds on the previous Aichi Biodiversity Targets. At the most recent CBD COP, the parties provided guidance on program priorities and announced the creation of the GEF-managed Global Biodiversity Framework Fund (GBFF).[19] The CITES Secretariat also collaborates with the GEF to promote linkages between GWP projects and CITES.[20] The International Consortium on Combating Wildlife Crime (ICCWC), to which the CITES Secretariat belongs, is listed as an important partner of the WCD IP in the GEF-8 PFD.[21] This marks a continuation of the collaboration between GWP and ICCWC since its GEF-6 Phase. The CITES Secretariat has been a member of the GWP Program Steering Committee since the inception of the program.

[14] Roe, D. & Booker, F., Engaging local communities in tackling illegal wildlife trade: a synthesis of approaches and lessons for best practice, Conservation Science and Practice (2019).
[15] Biggs et al., Developing a theory of change for a community-based response to illegal wildlife trade, Conservation Biology, 31: 5-12 (2017).
[16] Atuo et al., An Assessment of Socio-Economic Drivers of Avian Body Parts in West African Rainforests, Biological Conservation, 1919, 614-622 (2015).
[17] Global Initiative Against Transnational Organized Crime, Observatory of Illicit Economies in Eastern and Southern Africa, 16 Risk Bulletin (Feb. - Mar. 2021).
[18] Global Initiative Against Transnational Organized Crime (Feb. - Mar. 2021).
[19] Conference of the Parties to the Convention on Biological Diversity, Financial mechanism Draft decision submitted by the Chair of Working Group I, CBD/COP/15/L.33, (Dec. 19, 2022).
[20] GEF, Global Wildlife Program GEF-7 Program Framework Document, 3 (2019) (hereinafter "GWP GEF-7 PFD").
[21] GWP GEF-8 PFD, 38.

14. **Based on 2018 data, international donors have committed $2.3 billion and invested in over 1,700 projects aimed at addressing IWT between 2010 and 2018.**[22] The World Bank's Analysis of International Funding to Tackle Illegal Wildlife Trade evaluated donor commitments to IWT from 2010-2016 in Africa and Asia.[23] An updated analysis was published in 2018, which revealed funding commitments peaking in 2017 at $474 million.[24] Through 2018, more than $1.5 billion of the total $2.3 billion was committed to projects in Africa.[25] Additional funding has since been planned by Germany, the United States, and the United Kingdom.[26] While useful to understand the IWT funding landscape, the World Bank study does not account for worldwide funding, but rather confines the analysis to Africa and Asia.[27]

15. **Recent international commitments address trafficking prevention and enforcement, as well as the need to invest in information-sharing strategies.** In May 2022, the Facilitation Committee of the International Maritime Organization adopted new "Guidelines for the Prevention and Suppression of the Smuggling of Wildlife on Ships Engaged in International Maritime Traffic" which provide basic procedures for detection, investigation, and prosecution, with an emphasis on prevention as the key means to reduce the harm of illegal wildlife smuggling on ships.[28] The co-ordination grant from GWP GEF-6 supported this initiative led by UNDP, in close collaboration with the Government of Kenya and other partners. The project focused on combating maritime trafficking of wildlife. In November 2023, the financial intelligence units of Australia, Canada, New Zealand, South Africa, Singapore, the United Kingdom, and the United States signed the Statement of Principles for a Multilateral Approach to Combating Illegal Wildlife Trade, designed to disrupt the financial activities that support IWT.[29] The GWP also extended its contributions to the transport and finance sector task forces of United for Wildlife through its involvement in engagements led by UNDP and the World Bank.

16. **Significant national developments have been made on demand reduction since 2017, particularly because of bans on elephant ivory**. In November 2023, Canada passed regulations to ban domestic trade in elephant ivory and rhino horn.[30] In May 2023, the United Kingdom expanded

[22] GWP GEF-7 PFD, 32.
[23] World Bank Group, Analysis of International Funding to Tackle Illegal Wildlife Trade, (2016).
[24] World Bank Group, Analysis of International Funding to Tackle Illegal Wildlife Trade 2010-2018 (2018).
[25] World Bank Group (2018).
[26] For example, in March 2019, the UK's Department of Environment, Food, and Rural Affairs signed an administrative agreement to provide 800,000 Pounds to help WB with anti-money laundering technical assistance on ICCWC's behalf. USAID has pledged $75 million in 2022 to address wildlife trafficking in Africa, Asia, Latin America and the Caribbean. USAID, Combating Wildlife Trafficking (Apr. 5, 2024), https://www.usaid.gov/biodiversity/wildlife-trafficking#:~:text=The%20Agency%20will%20obligate%20at,Latin%20America%20and%20the%20Caribbean.
[27] An updated 2023 IWT donor study that extends the analysis to LAC is being finalized by the global coordination project of the GWP
[28] Guidelines for the Prevention and Suppression of the Smuggling of Wildlife on Ships Engaged in International Maritime Traffic, FAL.5/Circ.50, (June 1, 2022), https://wwwcdn.imo.org/localresources/en/OurWork/Facilitation/Facilitation/FAL.5-Circ..50.pdf.
[29] United for Wildlife, Governments agree new measures to clamp down on financial crime fueling the illegal wildlife trade, https://unitedforwildlife.org/news/international-statement-of-principles-announced/ (last accessed Feb. 28, 2024).
[30] Humane Society International, Breaking: Canada enacts historic ban on elephant ivory and rhino horn trade (Nov. 20, 2023), https://www.hsi.org/news-resources/canada-enacts-historic-ban-on-elephant-ivory-and-rhino-horn-trade/.

its ban on elephant ivory to include other animals, such as hippos and walruses.[31] Most notably, the People's Republic of China banned the processing and sale of ivory and ivory products within China beginning in 2018. Despite all these national efforts the international market for wildlife crimes remains resilient. Examples of how wildlife crime continues include product replacement (e.g., leopard bones as a substitute for tiger bones), moving trade online, and going from wild-caught to captive-bred animals.[32] Even in countries where trade has increased, there have been efforts to reduce demand and reduce illegal wildlife trafficking. For example, the National Ivory Action Plan (NIAP) submitted by Vietnam to the CITES Secretariat in 2023, reported on research that had been undertaken on consumer demand.[33]

**Response to Previous IEO Evaluations**

17. The "Evaluation of GEF Support to Combat Illegal Wildlife Trade" (IEO, 2017) presented several findings and recommendations.[34] One recommendation was to expand the program's scope to include the addition of Latin America and the Caribbean. Other key recommendations were made regarding source, trafficking, and demand. These included ensuring the anti-IWT mission is explicit in child projects, devoting more funding to trafficking and demand interventions, continuation of monitoring and evaluation efforts, and incorporating a formalized process for feedback and review of projects.[35]

18. Moreover, the evaluation suggested developing additional ways to link better efforts to combat trafficking between GEF-eligible countries and others, including engaging with governments on law enforcement issues, especially customs.

19. The 2017 evaluation made several cross-cutting recommendations, including those related to coordination, monitoring and evaluation, corruption and political will, and adaptability. Some of the coordination ideas were to invest resources into ensuring language is not a barrier, facilitate participation by participants with limited bandwidth, and expand opportunities for feedback. In terms of monitoring and evaluation, the evaluation endorsed the continued use of a program-level tracking tool to understand the long-term effects of IWT programs better. Further, the evaluation recommended explicitly addressing corruption and political will in all IWT projects. Additionally, the evaluation noted the ability of projects to adapt to changing circumstances and the need for building that ability into project design.

20. As part of the Seventh Comprehensive Evaluation of the GEF (OPS7), a follow-up analysis on IWT was conducted. It noted that several of the 2017 evaluation recommendations were reflected in

[31] Helena Horton, Imports of ivory from hippos, orcas and walruses to be banned in UK, The Guardian (May 23, 2023), https://www.theguardian.com/environment/2023/may/23/imports-of-ivory-from-hippos-orcas-and-walruses-to-be-banned-in-uk.
[32] GWP GEF-8 PFD, 13.
[33] CITES, National Ivory Action Plan Progress Report, Interim Progress Report, SC77 Doc. 34, Annex 11 (Jan. 2022 - Sept. 2023).
[34] The extent to which these recommendations were taken up in Phase 2 of the GWP is addressed in Section III.B of this report below.
[35] GEF IEO, Evaluation of GEF Support to Combat Illegal Wildlife Trade (2017).

the GEF-7 GWP Program Framework Document (PFD).[36] These included maintaining an explicit IWT mission, focusing on interventions that disrupt the entire supply chain, and strengthening regional and global programming. OPS7 also recognized that GWP child projects were making a concerted effort to mainstream gender and gender equity and that the global coordination grant was encouraging exchange between child projects. GWP child projects also experienced challenges due to the COVID-19 pandemic and have made less progress in developing demand reduction strategies. The evaluation also highlighted the lack of financial incentives for countries to spend their System for Transparent Allocation of Resources (STAR) allocation on demand reduction and political sensitivities that discouraged countries from acknowledging domestic demand. GEF-8 WCD IP has included financial incentives for child projects.

## FINDINGS

21. This section provides a comprehensive overview of the evaluation findings, examining both the program and project levels. The first segment outlines the evolution of the Program, analyzes the interventions targeting Illegal Wildlife trade and discusses key findings regarding monitoring, reporting and knowledge management. The second segment presents the portfolio of GWP projects analyzing their performance with available data, assessing the impacts of the COVID pandemic on performance, and exploring cross cutting issues such as risk management, inclusion, and stakeholder engagement.

### A. Program Level Analysis

*Program Evolution*

22. All the three phases of the Program share a commitment to wildlife conservation, sustainable management of natural resources, and combating illegal wildlife trade, but they differ in their approaches, components, and focus areas. Below is a brief description of each phase.

23. **Originally named the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development, the pilot phase of GWP in GEF-6 included 19 national child projects across Asia and Africa. This phase addressed the entire illegal wildlife supply chain through three thematic components aimed at reducing poaching, trafficking, and demand** (Fig below). A fourth cross-cutting component focused on coordination and partnerships, knowledge management and communications, and monitoring, and evaluation.

24. This GEF-6 phase focused on addressing the root causes and barriers within the illegal wildlife **trade value chain, with both short-term and long-term interventions**. Immediate efforts were aimed at halting poaching, trafficking, and illegal trade, while longer-term strategies emphasized sustainability, community benefits, and effective governance.

25. **The GWP expanded significantly in 2019 during the seventh replenishment cycle (GEF-7) with the inclusion of twelve new countries, extending the program's geographic focus to Latin**

[36] GEF Independent Evaluation Office, OPS7 Final Report: Working Towards a Greener Global Recovery, 39 (Jan. 2022), https://www.gefieo.org/sites/default/files/documents/evaluations/ops7.pdf.

**America[37].** Building on the integrated approach of GEF-6, this phase maintained the emphasis on IWT issues but introduced a thematic shift towards enhancing the economic benefits of wildlife for local communities through ecotourism and wildlife-based enterprises, integrated under **a** new wildlife-based economy component. This approach highlighted the interdependence of these components, where well-conserved areas support wildlife-based economies, and communities are incentivized to conserve wildlife through direct and indirect benefits. The fifth component continued to focus on program coordination and management, but unlike the earlier phase, it included two thematic sub-components: supporting wildlife-based economies (WBE) and combating IWT, aligning with GEF-7 Replenishment Programming Directions[38].

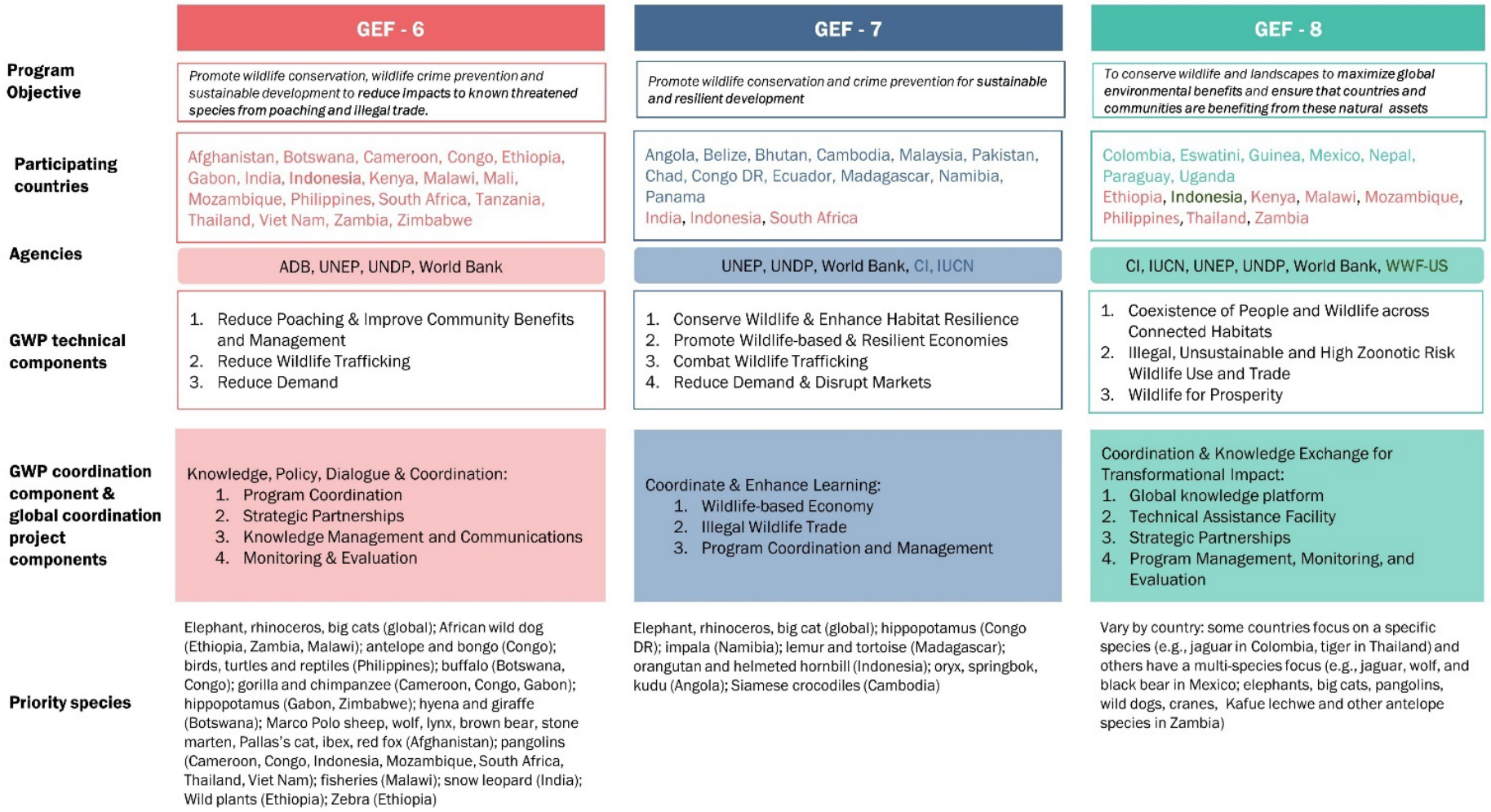
26. **During the most recent replenishment cycle (GEF-8), the GWP evolved into the "Wildlife Conservation for Development Integrated Program (WCD IP)," one of the GEF's eleven integrated programs.** This phase not only continued to expand geographically with the addition of seven new countries but also broadened its thematic scope to address not just IWT but also human-wildlife conflict (under component 1) and zoonotic diseases (component 2). (See Figure 1). The inclusion of themes such as coexistence of people and wildlife, sustainable wildlife use and trade, and wildlife-driven prosperity reflects an evolved understanding of the multifaceted nature of wildlife conservation, priorities of participating countries and experience from the COVID-19 pandemic. As GEF-8 GWP is part of the eleven GEF IPs, countries receive financial incentives to participate in addition STAR allocation[39]. Given the strong branding of the GWP, the WCD IP is still referred to as the GWP. However, the GWP logo has been updated to reflect the human dimension in the expanded GEF-8 Program.

[37] 2017 IEO Evaluation highlighted the gap in geographic focus

[38] Priority themes identified in the GEF-7 Replenishment Programming Directions; GEF7 PFD

[39] OPS7 highlighted the lack of financial incentives for countries to spend their System for Transparent Allocation of Resources (STAR) allocation on demand reduction

Figure 1: Evolution of the Program: From an explicit objective to reduce threats on known species to a broader goal of maximizing GEBs while ensuring benefits reach countries and communities



*Program Relevance to Countering IWT and Demand Reduction*

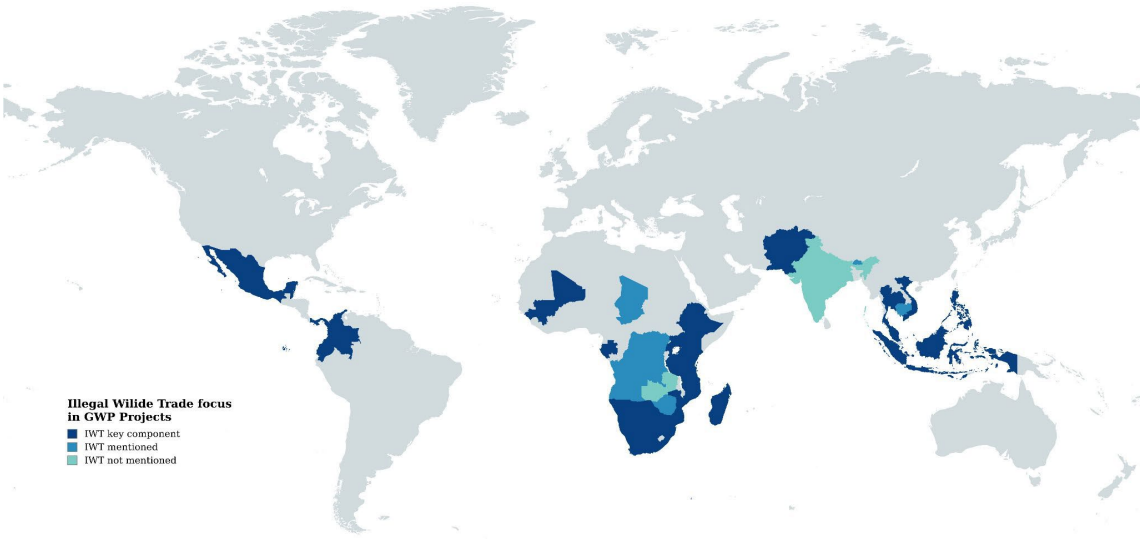
*Anti-IWT Objectives*

27. **The majority of GWP GEF-6, GEF-7, and GEF-8 child projects include an explicit anti-IWT mission as a part of their objectives or as specific project components and outcomes.** (See Figure 2). Wildlife crime prevention, aimed at reducing poaching and illegal trade is a key objective of the GWP GEF-6 parent co-ordination project.[40] In the GWP GEF-7 and GEF-8 cycles, while IWT remains important, it has become one tool in a broader toolkit, as the parent projects have expanded to include other thematic components. Within child projects, explicit anti-IWT objectives are present in about 78% in GEF-6 projects and in an estimated 68% of both GEF-7 and GEF-8 child projects. Notably, an explicit anti-IWT mission does not always align with substantial project activities addressing IWT. Projects highlight various mechanisms to achieve this objective, including enhanced law enforcement capabilities, data collection and monitoring, and regional coordination. There is limited but growing incorporation of awareness-raising strategies to support demand reduction for IWT.

28. **The GWP's focus has intentionally broadened from a specific emphasis on IWT in GEF-6 to a more comprehensive approach incorporating broader wildlife conservation and landscape management objectives in GEF-8.** In GWP GEF-7, the addition of the wildlife-based economy thematic component aimed to secure economic benefits for communities that conserve wildlife and their habitats, particularly in child projects in Africa.[41] In GWP GEF-8, there is even greater focus on social and behavioral change to reduce demand for high-risk wildlife products, and address HWC.[42] GWP child project coordinators have consistently ranked wildlife-based economies as a top five knowledge need in five of the last six years and human-wildlife conflict as a top three knowledge need in the past six years. In the 2023 GWP Knowledge Needs Survey, 91% of countries with existing child projects responded that human-wildlife conflict was highly important, 81% rated nature-based tourism as highly important, and 78% rated wildlife-based livelihoods as highly important.[43] Countries with projects from multiple GWP cycles may have organically shifted focus over time, with earlier phases or projects more focused on addressing IWT as compared to more recent efforts.

[40] GEF, Global Wildlife Program GEF-6 Program Framework Document, 6 (2015) (hereinafter "GWP GEF-6 PFD").
[41] World Bank Group, Global Wildlife Program Progress Report, 11 (2022); GEF, GEF-7 Replenishment Programming Directions, GEF/R.7/19, 19 (Apr. 2, 2018).
[42] World Bank Group, GWP Progress Report, 38 (2022)
[43] World Bank Group, Project Steering Committee Meeting #29 (Feb. 28, 2024)

Figure 2: Map showing the overall relevance of the IWT component in GWP GEF projects (reflecting targeted internal and external demand)




***Note: The boundaries and the designations used in this map do not imply official endorsement or acceptance by the GEF IEO.***

29. **Human-wildlife conflict, in particular, has evolved from being a component of anti-trafficking initiatives in previous program iterations to becoming a separate intervention under the thematic component "Coexistence of People and Wildlife across Connected Habitats."**[44] As noted in the GEF-8 PFD, HWC is a growing global issue and its emphasis in GWP GEF-8 reflects the evolving priorities within countries, which were previously more focused on IWT.[45] Multiple countries in GWP GEF-8 are now focusing predominantly on HWC in the design of child projects. There has also been clear external support to focus more on HWC. For example, target 4 of the Kunming-Montreal Global Biodiversity Framework includes managing human-wildlife conflict and the last COP for CITES included discussions of further financing to combat human-elephant conflict.[46] To better understand the context behind increased government attention to the issue, GWP conducted a global perceptions survey on HWC in 2023.[47]

30. **Despite the expanded scope of GWP activities, financial incentives have helped to maintain anti-IWT actions as a priority.** For example, in GWP GEF-8, the WCD IP allocated $100 million out of a total of $920 million in GEF-financing and co-financing to the component on Illegal, Unsustainable and High Zoonotic Risk Wildlife Use and Trade. Consequently, many GEF-8 child projects still include combating IWT as a central component of their work. For instance, the GWP GEF-8 Colombia project (GEFID 11161), seeks to address and reduce direct threats to jaguar populations expressly noting that this includes combating illegal trade. However, there are exceptions to this. One GWP GEF-8 child

[44] GWP GEF-8 PFD, 7.
[45] GWP GEF-8 PFD, 22, 35.
[46] Kunming-Montreal Global Biodiversity Framework, Art. 4; CITES Secretariat, Report on Monitoring the Illegal Killing of Elephants (MIKE), CoP 19 Doc 66.5 (Nov 14-25, 2022).
[47] World Bank Group, Human-Wildlife Conflict: Global Perceptions Survey Data (2023), https://thedocs.worldbank.org/en/doc/d0b3bf1c744975b1b6e23b8fa1ee7925-0320072023/original/2023-GWP-GraphsV4.pdf.

project, Managing the Human Tiger Interface in Nepal (GEF ID 11157), explicitly states that anti-IWT activities are not a part of the project, although it plans to support other wildlife conservation efforts.[48]

*Focus on Anti-Trafficking Interventions*

31. **Several GWP GEF-6 and GEF-7 child projects have supported anti-trafficking interventions by providing support to technological solutions, sharing information, and establishing new enforcement entities**. For example, the Community-based Natural Resource Management that Resolves Conflict, Improves Livelihoods and Restores Ecosystems throughout the Elephant Range Project in Mali (GEF ID 9661) is establishing a Wildlife Crime Investigation Unit and providing equipment for the anti-poaching brigade.[49] The Enhanced Management and Enforcement of Ethiopia's Protected Areas Estate (GEF ID 9157) project supported the establishment of two regional IWT task forces and capacity-building training on wildlife law enforcement, which has led to increased convictions in IWT cases at the national level.[50] The child project in Thailand (GEF ID 9527) documented a 20% increase in the number of joint enforcement operations informed by intelligence and information exchange.[51] See Box 1 for technological innovations supported by GWP projects.

32. **The GWP GEF-7 global coordination project has notably worked to improve collaboration with International Consortium on Combating Wildlife Crime (ICCWC) partners on issues with customs, police, and the judiciary.**[52] The 2017 formative evaluation underscored the importance of cross-border collaboration. However, projects noted challenges in law enforcement coordination mechanisms due to limited experience and lack of relationships.[53] To address these challenges, recent measures have included aligning with strategic ICCWC activities and implementing existing frameworks and plans addressing wildlife crimes.[54] Collaborative trafficking interventions remain relevant to GWP GEF-8 child projects as well. Under the program's Illegal, Unsustainable and High Zoonotic Risk Wildlife Use and Trade component, the GWP GEF-8 parent project identifies " improved domestic and international cooperation to disrupt poaching and trafficking networks" as Program Outcome 2.3. Results indicators under the component include the number of countries with strengthened law enforcement and criminal justice capacity to combat wildlife crime and the number of countries with strengthened enforcement and regulatory coordination and collaboration at the national and international level.[55]

[48] GWP GEF-8 PFD, 176.
[49] Mali (9661), PIR 2023, 2.
[50] Ethiopia (9157), PIR 2023, 14.
[51] Thailand (9527), PIR 2023, 54.
[52] GWP GEF-7 PFD, 18.
[53] World Bank Group, Global Wildlife Program Knowledge Platform Report, 103 (2020). The GWP global project developed a Guidance Note (2023) to help projects strengthen law enforcement coordination to combat IWT, see link.
[54] This includes ICCWC's Wildlife and Forest Crime Analytic Toolkit and ICCWC Indicator Framework for Wildlife and Forest Crime. GWP GEF-7 PFD, 39.
[55] GWP GEF-8 PFD, 40.

**Box 1: Amplifying Wildlife Conservation Efforts Through Technological Innovations**

Technology is a critical force multiplier in wildlife conservation, significantly enhancing efficiency and providing essential technical support across various challenges. Advanced tools and applications enable more effective monitoring and management of wildlife populations and habitats, crucially aiding in detecting and preventing illegal wildlife trade and mitigating human-wildlife conflicts. Technologies such as GPS tracking, drone surveillance, and artificial intelligence for pattern recognition (e.g., identifying animal species or individual animals from camera trap images and illegal movement inside protected areas) facilitate rapid, data-driven decision-making. Moreover, digital databases and software like SMART (Spatial Monitoring and Reporting Tool) support the gathering and analyzing crucial data, allowing conservationists to respond swiftly and strategically to threats. Wildlife forensics technology, including DNA analysis and Nuclear Magnetic Resonance (NMR) spectroscopy, plays a pivotal role in tracing the origins of seized materials and providing incontrovertible evidence in legal proceedings against wildlife crimes. Such technological interventions amplify field personnel's efforts and increase the scope and scale of conservation projects, ensuring a broader, more sustainable impact on global biodiversity protection.

*Banned timber confiscation(L) enabled by technology such as NCAPS(R) and ground intelligence. The location and deployment details are not shown for tactical reasons. Photo: Anupam Anand/GEF IEO*

GEF-supported GWP projects have embraced innovation by integrating cutting-edge technology to combat illegal wildlife trade, address human-wildlife conflict, strengthen protected areas' management effectiveness, and conserve biodiversity. Several national projects within the Global Wildlife Program use conservation technology such as e-CITES, Wildlife Management Information System (W-MIS), and Spatial Monitoring and Reporting Tool (SMART) tools to strengthen biodiversity conservation efforts. For example, a GEF-supported project in South Africa has deployed Low Range Wide Area Network (LoRa) technology to remotely collect data and monitor rhinos' health through a series of wide-area networks (WAN). In GEF 7, the concept for another full-size regional project for the deployment of **EarthRanger**, a data visualization and analysis software, has been approved to strengthen management effectiveness in the national parks of Botswana, Congo, and Mozambique. Further, the projects have expanded to include using drones and camera traps in Ethiopia's Omo National Park for biodiversity surveys and developing a climate model and AI tools in Afghanistan (Stalled) for conservation planning and identifying individual snow leopards. Thailand has implemented the IBM i2 analytical intelligence database to enhance criminal investigations, complemented by integrating DNA and NMR technology for wildlife forensics. Additionally, the country's conservation efforts include using the Network Centric Anti-Poaching System (NCAPS) security cameras, which have successfully led to the arrest and prosecution of poachers. The project in the Republic of Congo developed a computerized criminal records management system to combat wildlife crime. Mozambique not only launched an online timber traceability system but also started implementing its National Strategy to Combat Wildlife Crime and georeferenced new elephant crossing points for constructing beehive fences using satellite technology. Gabon has established a specialized ivory traceability laboratory to support legal proceedings with genetic analyses of seized ivory.

*Reducing Demand*

33. **Behavior change has emerged as an evidenced-based good practice for addressing consumer demand reduction**. Informants explained that this new understanding in the field is influenced by the reluctance of governments to acknowledge their status as demand countries and a growing preference for behavioral change strategies over law enforcement approaches. Behavior change is now considered essential, as the demand for illegal wildlife products is driven by cultural and traditional beliefs that law enforcement alone cannot tackle. Interviewees noted a dramatic increase in interest from countries on how to bring about behavior change over recent cycles. This is reflected in recent project designs and the GEF-8 WCD IP design, which mainstreams the use of behavior change and social science approaches in national project criteria. The global coordination project also plans to provide capacity and technical support on this issue.

34. **Several GWP GEF-6 and GEF-7 projects integrate demand reduction efforts into their anti-IWT strategies, primarily through awareness-raising campaigns**. For instance, the Philippines (GEF ID 9658) incorporated demand reduction measures through campaigns, education, and public awareness to reduce wildlife consumption. Thailand's project (GEF ID 9527), serves as a notable example of an efficient demand reduction strategy, leveraging regional collaboration with neighboring and executing an outreach campaign supported by Thai celebrities and social media influencers. These targeted behavior change campaigns have yielded positive results in Vietnam (GEF ID 9529), where the "Chi" campaign, led by TRAFFIC and WWF, conveyed the message that self-esteem comes from within and not from animal parts. Several interviewees emphasized that effective awareness campaigns targeting specific subgroups that drive demand for particular products with tailored addressing the reasons behind consumer purchases.

35. In all its child projects, Indonesia has placed a strong emphasis on behavioral change strategies. They have implemented a comprehensive strategy employing national campaigns, developing a children's comic book series, conducting puppet shows at schools, and nurturing religious approaches. Campaigns and advocacy have been utilized to raise awareness of wildlife crime, increasing the number of tools used to discourage the consumption of illicit wildlife products, and promoting ethical behavior. Part of the approach builds upon the Indonesian Ulema Council's Fatwa No.4 of 2014, related to protecting endangered species and promoting a balanced ecosystem. The project leveraged a relationship with a local organization to sign an MOU that promotes a national decree on combating wildlife crime. The value of this approach was reiterated by respondents who underscored the importance of working through faith communities to address demand driven by traditional religious or spiritual beliefs. However, while the projects in the Philippines and Thailand conducted market research to inform their reduction campaigns, the extent to which similar assessments were conducted in Indonesia is unclear. In GWP GEF-7, Chad (GEF ID 10315) utilizes outreach and communication strategies, including posters, leaflets, TV and radio, alongside educational efforts and tourism initiative**s** to raise awareness and address the demand for wildlife products. Ecuador (GEF ID 10304) has an awareness-raising project named *Jaguares para Siempre* which aims to enlighten communities about the ecological significance of jaguars. The program is targeted primarily at teachers who are taught various methodologies and supplied with a comprehensive manual which they can bring to their classrooms to educate youth on the importance of conserving jaguars and their prey. In addition, the *Tu Casa No Es Mi Hábitat* campaign launched by

WCS Ecuador aims to dissuade people from having wildlife as pets, which is a major facet of the illegal trafficking of wildlife in Ecuador.

*Coordination, knowledge management, results monitoring, reporting*

36. The coordination, monitoring and reporting and knowledge management component anchored in the Global Coordination Child Project is critical for program coherence and has remained in focus throughout the three phases of the GWP (Figure 1).

37. **In GEF- 6, the coordination component focused on establishing a centralized platform for knowledge management**, by leveraging global expertise and resources to support participating countries. The coordination approach during this phase was primarily top-down, ensuring that best practices and methodologies are standardized and disseminated through the global knowledge platform. **The GEF-7 Phase builds on the global coordination platform over the previous phase by focusing on improved coordination between key stakeholders and further strengthening the GWP knowledge management platform.** The global project continued to guide but emphasizes empowering child projects to implement and adapt the strategies within their contexts, creating a more bottom-up approach in coordination. The approach also recognized the importance of coordinating with other GEF programs. **In the GEF-8 WCD IP, the coordination component focuses on "tackling barriers to effective replication and scale up of best practices, and transformation of systems".** The GEF -8 PFD focuses on tracking progress and sharing best practices among countries through robust monitoring systems and transparent data sharing, fostering collaboration across different regions, maximizing learning and adapting strategies based on real-time feedback.

38. **The GWP Global Coordination Grant has played a vital role in offering a space to highlight GWP projects, explore areas of success, and learn about ongoing challenges.** The GWP Global Coordination Grant (the "Global Grant") has provided a space for knowledge sharing across child projects in addition to creating essential networking opportunities and encouraging partnerships between them. The grant's knowledge platform has brought together GWP country teams and others through a range of activities**,** including annual GWP conferences, specialized IWT workshops, field trips, virtual events, trainings, technical events, and monthly webinars.[56] GWP provided multiple technical knowledge exchange events for GWP countries across different themes, like community engagement, HWC, and nature-based tourism, and collaborated in joint efforts with the UN Inter-Agency Task Force on Illicit Trade and ICCWC.[57] The Global Grant found that in 2023, an average of 73% of child projects attended coordination calls, and an average of 49% of child projects attended targeted knowledge events[58]. The GWP website has also proven to be an effective platform for national projects to communicate with one another and the broader IWT stakeholder community.[59] The Global Grant conducts yearly knowledge needs surveys to understand better what topics child projects are interested in. One recent virtual session on HCW was held in response to and co-designed by countries.

[56] Global Grant (9211), TE 7, 11, 13-14.
[57] Global Grant (9211), TE 13-14.
[58] This includes the data from participation of the new GEF-8 WCP IP project.
[59] Global Grant (9211), TE 15.

39. In terms of knowledge exchange, in GEF-6, the emphasis was on establishing a global knowledge platform to facilitate knowledge sharing and stakeholder engagement, with Information communication technology playing a key role in disseminating knowledge. GEF-7 saw a shift towards a more collaborative strategy. The Global Wildlife Program (GWP) facilitated knowledge exchange through virtual and in-person events, using innovative formats such as workshops and hackathons to promote sharing of knowledge and best practices. In GEF-8, the knowledge management strategy focuses on integration. It proposes a unified knowledge platform that will consolidate resources from previous phases, foster south-south learning and enable national projects to contribute their knowledge and experiences. This approach aims to ensure that the WCD IP leverages collective knowledge for effective wildlife crime control.

*Progress and challenges in Knowledge Management and Learning*

40. **The terminal evaluation of the GEF-6 Global has outlined several recommendations aimed at maximizing the potential of the Platform.** These recommendations include: (a)conducting surveys to understand geographic preferences and enhance participation and knowledge dissemination across regions; (b) establishing effective mechanisms for sharing information among projects to facilitate easy access to information; (c) addressing language barriers by translating knowledge materials into French and Spanish for countries where these languages are spoken; (d) synthesizing project-related materials and consolidating key technical information to foster co-ordination and exploit technical synergies across projects; and (e) broadening the dissemination of GWP knowledge products through partner social media networks.

41. **The Knowledge Platform has been important repository in documenting lessons learned from concluded projects to inform ongoing and new projects and in fostering sustainable networks among implementers**. Notably, it has demonstrated a commitment to leveraging cutting-edge technology, such as AI, to sharpen strategic focus. Efforts have been made to enhance bilateral and group engagement, exemplified by initiatives like the twinning sessions introduced during the 2023 annual conference. These sessions allowed child projects to exchange insights, leading to tangible outcomes like Indonesia establishing its first women-led ranger group inspired by a successful model from Zimbabwe. Building on this success, the Global Grant is piloting a program modeled after the twinning sessions to facilitate further exchange. Additionally, stakeholders highlighted the Platform's potential to benefit countries not awarded grants, enabling access to valuable resources. Moreover, it serves as a platform for nurturing informal networks among project managers, fostering enduring relationships beyond project lifecycles and GEF funding, ensuring continued knowledge sharing and collaboration.

42. **A challenge within the Global Wildlife Program lies in the misalignment of timelines between the Global Grant and its child projects.** The coordination grants under both GEF-6 and GEF-7 are designed to conclude before all child projects within their respective cycles reach completion.[60] Presently, while the GWP GEF-6 Global Grant has closed, only five child projects have undergone terminal evaluation, each commencing at varying times. In response to this discrepancy, an adaptive approach was adopted whereby the GWP GEF-7 global grant assumed responsibility for the GWP GEF-6 child projects. However, this transition has imposed additional strain on the coordination

[60] See Annex A for a GANTT chart of GEF-6 and GEF-7 projects.

grant, impacting its efficiency. This strategy proved effective largely due to the continuity provided by the same agency leading the coordination platform in subsequent phases. Without such continuity, ongoing projects risk operating without a central program, missing out on the benefits of a coordinated approach. While the upcoming GEF-8 cycle of GWP aims to synchronize project start dates, questions remain regarding project closure timelines and how GWP GEF-6 and GEF-7 projects will continue to utilize the knowledge platform for long-term sustainability beyond their conclusion. These considerations are contingent upon the approval of subsequent program phases by the GEF Council and the continuation of existing governance arrangements.

43. **Additionally, it's worth noting that several Impact Programs intersect in both thematic focus and geographic scope. Collaborating across these programs has the potential to enhance their collective impact.** One area where this synergy could be particularly beneficial is in addressing human-wildlife conflict (HWC). Countries participating in both the Global Wildlife Program (GWP) and the Drylands Sustainable Landscapes Impact Program (DSL IP) often confront this challenge. For instance, Botswana, Tanzania, Mozambique, and Kenya are all engaged in projects within both programs and encounter HWC issues. Botswana, recognized for its effective strategies in managing HWC, offers valuable insights for projects in both GWP and DSL IP grappling with similar challenges. Moreover, other GEF Impact Programs, such as the Congo Basin IP and the Amazon Sustainable Landscape (ASL) IP, share thematic and geographic similarities with GWP, suggesting further opportunities for collaboration and knowledge exchange.

*Results Monitoring*

44. **During GEF-6, the global project developed a simplified results framework to monitor GWP outcomes including indicators such as the number of law enforcement and judicial activities, the number of people supported by the GWP activities, and the number of poached target species**[61] . The GEF-7 M&E framework builds upon the framework developed during GEF-6. It incorporates three key instruments: the GWP Tracking Tool, which complements GEF core indicators; a results framework outlining project outcomes and outputs; and a qualitative review. As per the framework, the national projects were to report their contributions to program-level indicators using the GWP tracking tool, submitting data at baseline, mid-term, and project completion. The framework also emphasized that while certain outcome indicators are obligatory at the program level, national projects retain the flexibility to incorporate supplementary project-specific indicators to meet the needs of individual agencies and countries. In this context, the global grant plays a pivotal role in providing guidance and training to assist national teams in effectively implementing these monitoring and evaluation tools.

45. **At the program level, the GWP is actively engaged in developing a common M&E reporting framework for GEF-8 child projects.**[62] Given the program's holistic approach, GWP plans to adopt a comprehensive, multi-tiered approach that includes country project M&E, global coordination project M&E, and program-level M&E. The PFD explicitly outlines the Lead Agency's responsibility for overseeing the monitoring and evaluation of the program and the global coordination project, ensuring full transparency, accountability, and adherence to M&E obligations. Additionally, the GEF-8

[61] Global (GEF ID 9211), TE, Annex 10, 68-71.
[62] GWP GEF-7, Progress Review, 15 (2023).

PFD specifies that each GEF Agency will allocate sufficient resources (estimated 3-5% of the GEF grant) towards M&E activities. As the Lead Agency, the World Bank will develop a comprehensive M&E plan for the global coordination project, ensuring appropriate budgetary allocation (estimated at 4 to 5% of the GEF grant) for program-wide M&E costing and budgeting.

*Progress and challenges in Program Level Results Monitoring*

46. **Reporting on program-level results for the GEF-6 and GEF-7 phases has proven challenging for the GWP global coordination project.** These difficulties stem from the fact that child projects are not mandated to report to the global coordinating project responsible for monitoring and evaluation (M&E) reporting. Although all national projects report their progress annually to the GEF as required, sharing these reports with the global coordination platform is voluntary. Additionally, since each project independently defines its results framework, the interpretation of "progress" varies significantly. This variation makes it challenging to establish linkages between the child projects and report on program level indicators, thereby preventing a comprehensive overview of results at the program level. Presently, the coordination team systematically codes the individual child project reports from PIRs, MTRs, and TEs and integrates them into one database to report on program progress using both quantitative and qualitative data. This M&E challenge is further compounded by the program's multi-phase structure, where each phase has distinct components and a unique results framework, adding to the burden on the global coordination grant.

47. Several experts have noted that despite the provisions in the GEF-6 and GEF-7 PFD, there has been limited submission of GWP-specific tracking tools and a lack of inclusion of GWP-specific indicators in project results frameworks largely due to constraints in baseline data and capacity. For example, as noted in the 2017 evaluation and OPS7, indicators relevant to illegal wildlife trade (IWT), such as tracking arrests, prosecutions, convictions, and penalties, which are included in the GWP-specific tracking tools were not submitted by child projects. Consequently, reporting on these indicators at the program level has proven challenging.

48. **Key stakeholders have underscored the importance of establishing clear success metrics and consistent key performance indicators (KPIs) across all projects.** Key stakeholders have emphasized the importance of establishing clear success metrics and consistent key performance indicators (KPIs) across all projects. They also highlighted the need for clearly defined roles and responsibilities for program governance and explicitly outlined consequences for non-compliance. These reporting protocols are essential to ensure transparent and accountable capture of GEF support outcomes through programmatic modalities. With the incentivized nature of participating countries in the GWP GEF-8 Phase, robust governance and accountability mechanisms are particularly crucial. These monitoring and evaluation (M&E) concerns were identified in GEFIEO's 2017 Evaluation on Programmatic Approaches.

49. Moving forward, the objective is to build on the GWP platform reporting system to track progress on the GEF core indicators while incorporating additional important indicators addressing threats to wildlife. The first section of the Project Preparation Guidebook for GWP GEF-8 child projects, created by the coordination team, focuses on to monitoring & evaluation requirements.

Projects are required to adhere to the outlined M&E framework which includes the program's Theory of Change, results framework, and applicable program indicators.[63]

*Other Challenges in the GWP*

50. **The country-based structure of GWP projects presents challenges to coordinating funding specifically to reduce transboundary demand.** The country-based structure of GWP projects poses challenges for coordinating funding to reduce transboundary demand. The 2017 formative evaluation identified a significant gap in demand reduction, attributed to the GEF's design and frameworks. The STAR (System for Transparent Allocation of Resources) allows each country and project to determine their focus, making it operationally and politically difficult to pool resources. For international illegal wildlife trade, where the biodiversity in the demand country originates from another source country, informants noted a reluctance to use STAR allocations since the benefits accrue to another nation. As a result, projects are driven by individual country priorities, often addressing the supply side more than the demand side. Coordinating globally is a barrier to linking countries and agencies. Multi-country projects, crucial for addressing global IWT demand, can only access the limited biodiversity set-aside. Viet Nam has been cited as a rare example of utilizing this approach successfully.

51. **Political sensitivities can hinder efforts to address the demand for illegal wildlife products.** Commitments to tackle this demand might be unappealing to some countries, as they can be perceived as an implicit admission of contributing to the international problem. Several informants suggested that providing additional funds, separate from a country's STAR allocation, specifically for IWT demand reduction projects or activities, could incentivize action on this issue. Additionally, they advocated for an approach that emphasizes behavior change as a solution, rather than one that blames the shortcomings of law enforcement.

52. **When demand reduction is addressed in GWP GEF-8 projects, the focus is often on internal demand that fuels the illegal bushmeat trade rather than the global international trade in wildlife.** For instance, Guinea's GWP GEF-8 project (GEF ID 11155) aims to raise awareness and regulate the wild meat trade, particularly because local consumption of bats poses a significant risk of disease spillover to humans. Reducing consumption through collaboratively identified approaches with communities and traders is deemed necessary. Similarly, GWP GEF-8 projects in Kenya (GEF ID 11153), Mozambique (GEF ID 11150), Uganda (GEF ID 11159), and Zambia (GEF ID 11154) are developing strategies to reduce demand for bushmeat by promoting behavioral changes to combat the unsustainable consumption of wildlife.

53. **In terms of process, the timelines for submitting proposals for GEF-8 proved to be a little challenging for countries and agencies with capacity constraints.** Tight deadlines particularly affected those with specific national circumstances or longer internal processes, such as Multilateral Development Banks (MDBs). The single call for Expressions of Interest (EoI) and the limited time to develop a comprehensive concept note, posed difficulties. These shorter timeframes could potentially restrict MDB participation in child projects, as they often require longer engagement strategies and prefer to build on existing commitments.

[63] World Bank Group, GEF-8 Global Wildlife Program, Project Preparation Guidebook (March 2024).

## B. Project Level Analysis

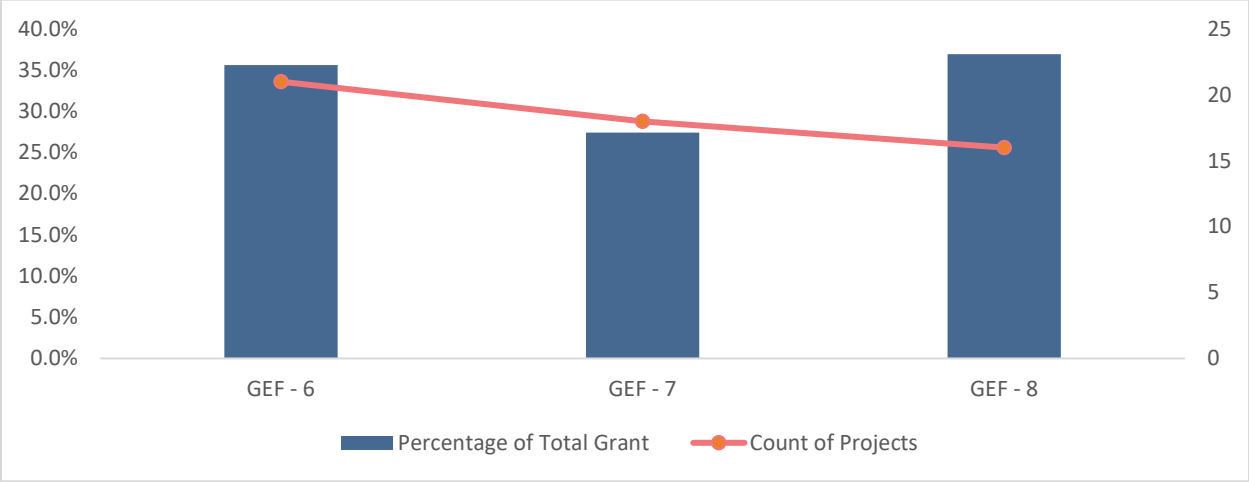
*GWP Portfolio Analysis*

54. The portfolio analysis focuses on the child projects of the GWP GEF-6, and GEF-7, and formatively looks at the child projects of GEF -8 WCD IP[64] at concept stage

55. The GWP includes 39 child projects[65] (see Figure 2) and has mobilized more than $1.5 billion in GEF financing, co-financing, and in-kind contributions.[66] Some projects have been canceled since they were initially approved as part of the GWP.[67] Phase I of the GWP (9071) occurred during GEF-6 and was initially approved by the GEF Council in June 2015. The GEF Council approved Phase 2 of the GWP (10200) in May 2019 as part of GEF-7.

56. The WCD IP (GEF ID 11148), the GEF-8 version of the GWP that was approved in December 2023 by the GEF Council, includes an additional 16 child projects (see Figure 3) and has mobilized more than $1 billion in GEF-financing, co-financing, and in-kind contributions.[68] Despite the difference in nomenclature in the GEF-8 cycle, all of these child projects are part of the GWP for purposes of coordination and knowledge sharing.

Figure 3: Distribution of GWP child projects across GEF replenishment cycles




[64] The GEF has supported several projects prior to the GWP and WCD which involve components to combat illegal wildlife trade, details of which are provided in Annex C. Also note that GEF 8 child projects are at concept note stage

[65] This excludes GWP projects which were terminated before GEF financing had been set-aside, including the proposed GEF-6 project in Nigeria (10642).

[66] Based on data from the GEF Portal as of March 2024.

[67] Congo's Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Congo child project (9159) was canceled by GEF on March 2, 2021. Nigeria's Improved Management Effectiveness of Gashaka-Gumti and Yankari Protected Areas to Conserve Threatened Wildlife Species, Build a Wildlife Economy and Enhance Community Benefits (10642) was dropped in April 2022. Afghanistan's Conservation of Snow Leopards and their Critical Ecosystem (9531) cancelled.

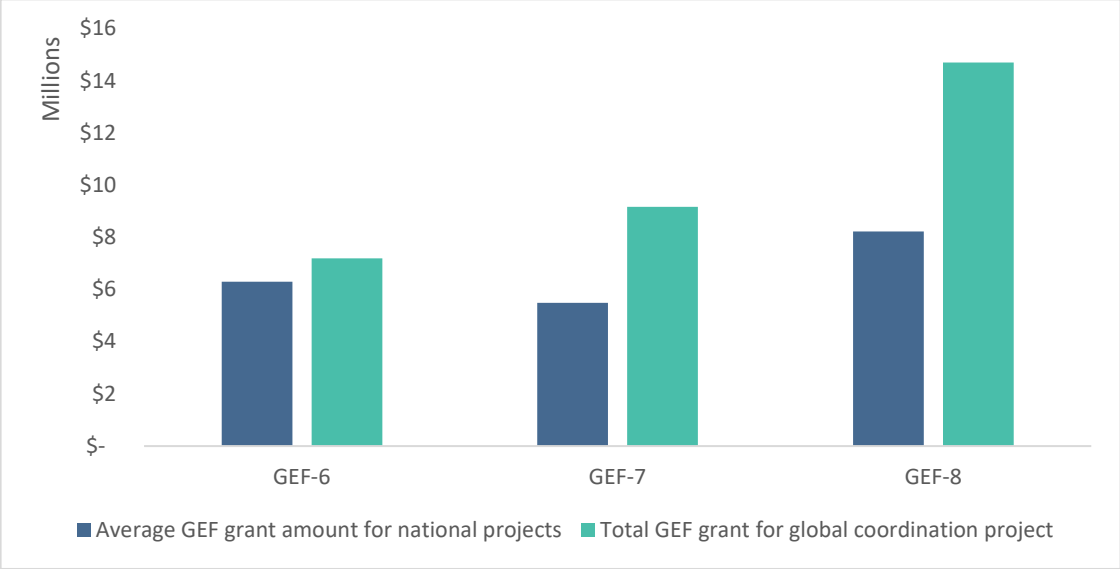
[68] GWP GEF-8 PFD, 4.

57. **Overall, the amount of GEF grants has increased over the three phases.** The total value of GEF investment in GWP and WCD is nearly $374 million (see Figure 4). The average grant size is $6.8 million, with a standard deviation of $3.9 million. The median grant size is slightly below $6 million. The largest grant made is $16 million for the GEF-6 project in Mozambique (GEF ID 9158) and the smallest is $1.3 million for the GEF-7 project in Belize (GEF ID 10241). The number of participating countries has declined over the three phases.

58. The total reported actual co-financing amount in GWP projects up to March 2024 is $2.36 billion The average actual co-financing amount is slightly below $43 million, but there is a large standard deviation of $44.7 million. Meanwhile, the median co-financing amount is $33.3 million. The largest co-financing amount for a single project is $278 million for the GEF-8 project in Mozambique (GEF ID 11150), while the smallest is $1.3 million for the GEF-6 project in the Philippines (GEF ID 9658). The co-financing ratio for the GWP increased in Phase II (from 6.05 to 6.48) and stayed relatively stable under WCD.

59. **Average GEF funding for child projects of GWP and WCD has increased since GEF-6.** GEF funding for the WCD global coordination project is double that for the global coordination project for the first phase of GWP in GEF-6. The amount of GEF grants allocated to global coordination projects in each phase has consistently increased from $6.3 million in GEF-6, to $9.2 million in GEF-7, and to $14.7 million in GEF-8 (see Figure 3). Under WCD, the average grant amount for national projects increased to $8.2 million, from $6.3 million in GEF-6 and $5.5 million in GEF-7.

Figure 4: Average GEF grant amount for national projects vs. total GEF grant for global coordination project across GEF replenishment cycles.



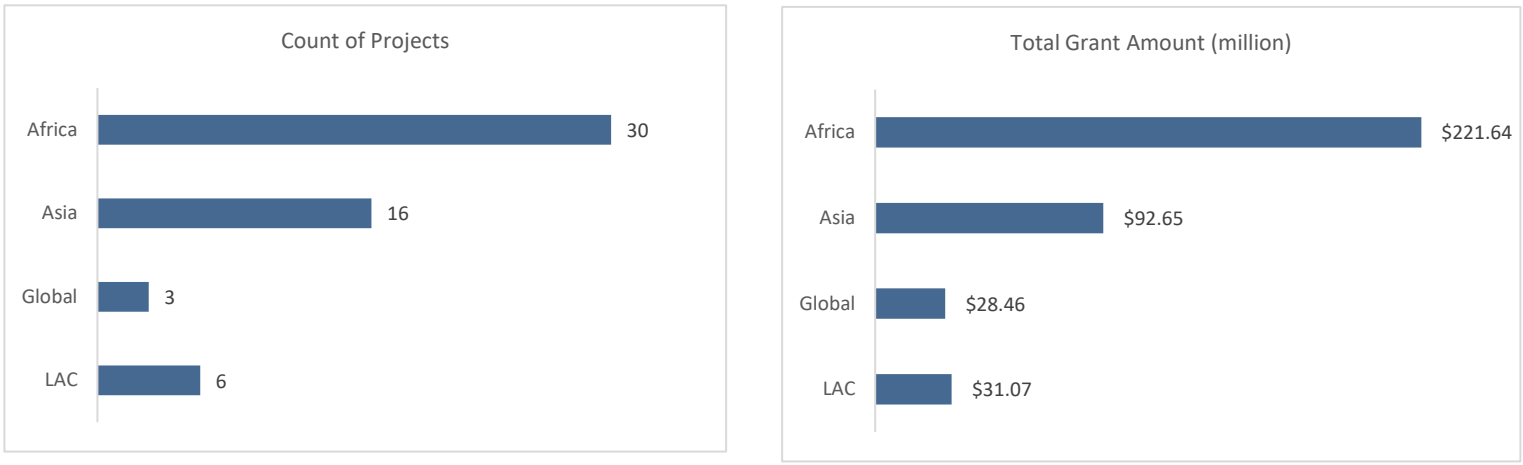

60. **Among the 39 GWP projects from Phases I and II, the majority are still under implementation.** A total of seven projects, all from GEF-6, have either completed implementation or reached financial closure. These include three projects in Southeast Asia: Philippines (GEF ID 9658), Thailand (GEF ID 9527), and Viet Nam (GEF ID 9529), two projects in Congo (GEF ID 9159 and GEF ID 9211), a project in Gabon (GEF ID 9212), and a global coordination project from GEF-6 (GEF ID 9211).

Another two projects—a GEF-6 project in Afghanistan (GEF ID 9531) have been canceled. A GEF-7 project in Pakistan is still at the CEO endorsement stage. Meanwhile, all the 16 child projects of WCD are still in their early design stages and have yet to start implementation.

61. **In terms of project size, the vast majority of GWP and all WCD projects are full-sized projects (FSPs)**, meaning that each of them receives GEF project financing of more than two million US dollars. There are only four medium-sized Projects (MSPs) in this portfolio: the GEF-6 project in the Philippines, and the GEF-7 projects in Belize (GEF ID 10284), Ecuador (GEF ID 10304), and Panama (GEF ID 10285). Additionally, the GEF-7 project in Cambodia (GEF ID 10482) was initially initiated as an MSP, before being replaced by the by an FSP (GEF ID 10483).

62. **Africa has the largest number of GWP and WCD projects receiving nearly sixty percent ($222 million) of the total grant amount for all GWP and WCD projects.** Meanwhile, nearly 30 percent of all GWP and WCD projects are in Asia, accounting for nearly a quarter of the total grant amount. Latin America and the Caribbean (LAC), which did not participate in GWP until its second phase, hosts eleven percent of all projects, amounting to 7.6 percent of the total grant amount. The GWP also includes three global projects, representing 8.3 percent of the total grant amount (see Figure 5).

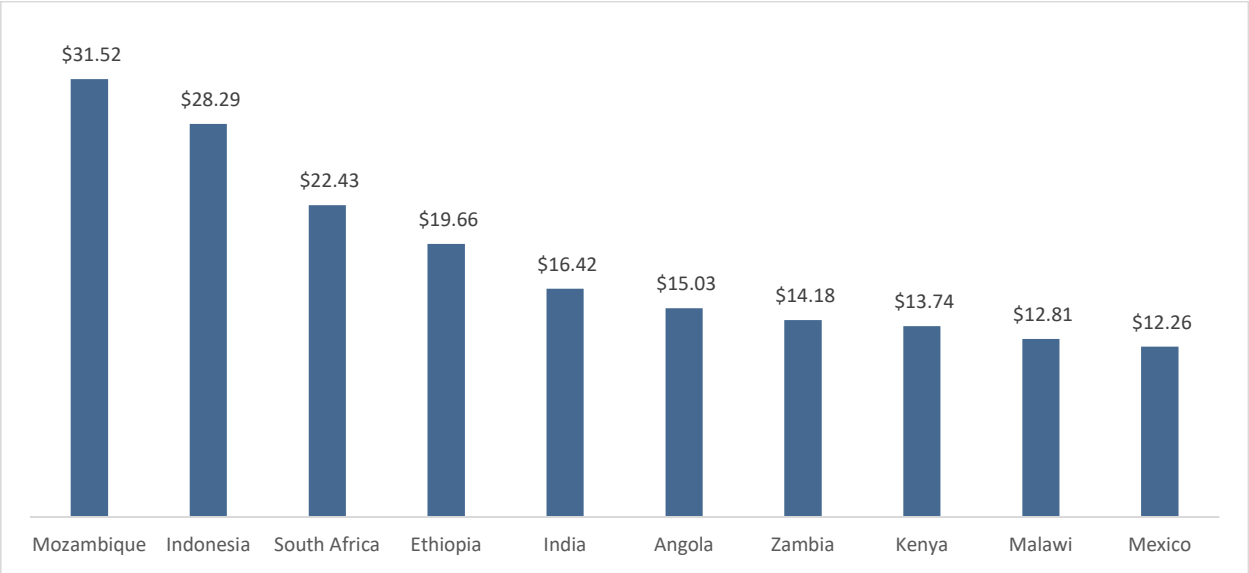
Figure 5: Distribution of GWP and WCD child projects across regions




63. **In total, GWP and WCD cover 38 countries—more than 70 percent of these countries only have one national project each.** The grant amount per country ranges from $1.3 million (Belize) to $31.5 million (Mozambique). All but three countries that make up the top 10 recipient countries are in Africa. The financial contributions made to the top 10 recipient countries total $186.34 million and represent nearly half of the overall grant amount (see Figure 6). Nigeria was supposed to participate in the second phase of GWP, but the project was ultimately dropped during the project preparation stage due to security challenges. [69]

[69] Nigeria (10642), Agency Notification on Dropped PPG, February 2, 2022.

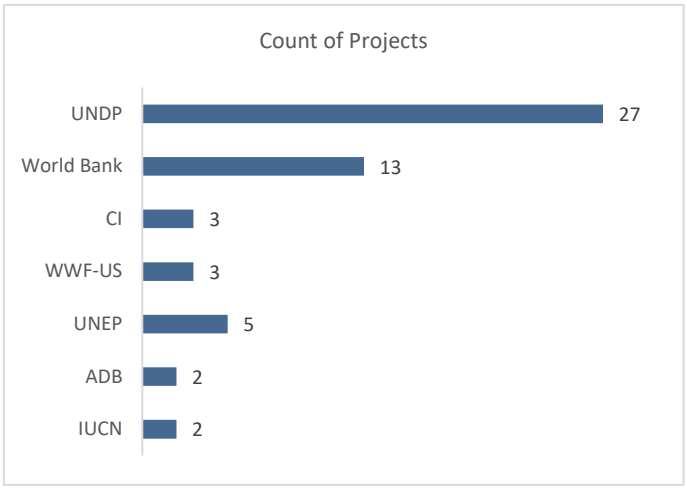
Figure 6: Distribution of GEF grants across the top 10 recipient countries of the GWP and WCD

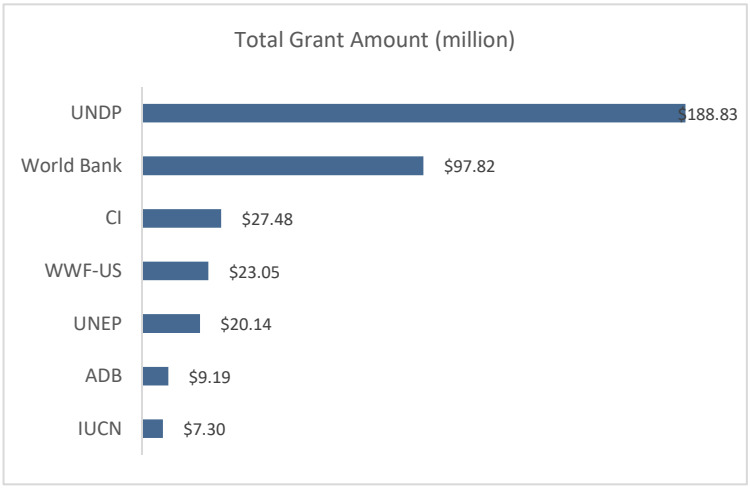



64. **Among Asian countries, Indonesia has received the largest grant amount of $28.29 million**. Mexico is the largest recipient in LAC, with a total grant amount of $12.26 million. Only two countries (Indonesia and South Africa) host three projects each: Indonesia has one national project in each replenishment cycle, while South Africa has a single national project in GEF-6 and two national projects in GEF-7. Furthermore, 6 countries have participated in both GWP and WCD: Ethiopia, Indonesia, Kenya, Mozambique, Thailand, and Zambia.

65. **UNDP and the World Bank account for more than 75 percent of the total GEF grant amount for GWP and WCD projects** (see Figure 7). UNDP manages nearly half of GWP and WCD child projects, accounting for slightly more than half of the total grant amount. UNDP is also involved in the global coordination project for the first phase of GWP in GEF-6. The World Bank receives nearly a quarter of GWP and WCD funding, accounting for 26 percent of the total grant amount.

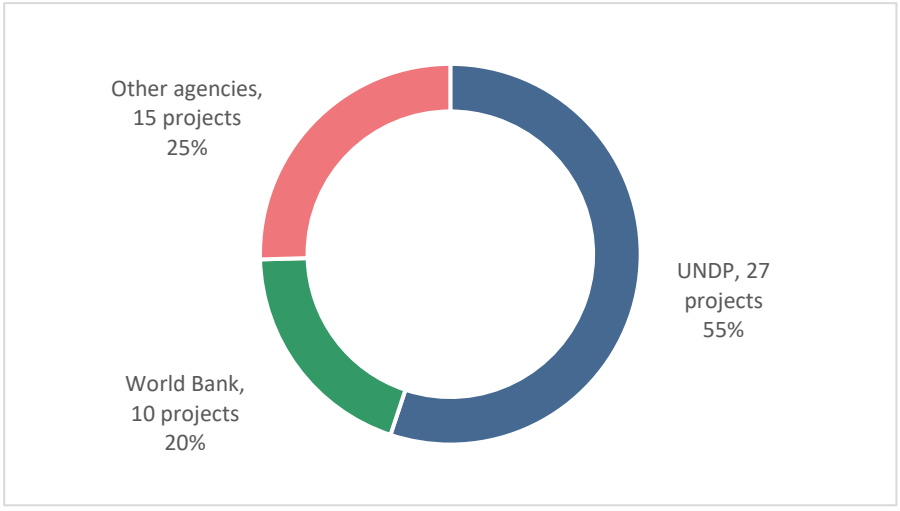
Figure 7: Distribution of GWP and WCD child projects by lead agency including the coordination grant




66. **The World Bank leads all three global coordination projects which represent nearly a third of the GEF grant amount received by the World Bank for GWP and WCD projects.** Excluding these global coordination projects, UNDP leads more than half of the national projects under GWP and WCD, accounting for over 55 percent of the total grant amount allocated to national projects (Figure 8). Meanwhile, the World Bank leads slightly less than 20 percent of the national projects, representing just under 20 percent of the total grant amount for GWP and WCD national projects.

Figure 8: Percentage of GEF grants to GWP and WCD child projects by agency, excluding global coordination projects.




67. Other agencies that support GWP and WCD projects include ADB (all child projects in the Philippines), CI (GEF-7 projects in Angola and Kenya; GEF-8 project in Paraguay), IUCN (GEF-7 project

in Pakistan, GEF-8 project in Thailand), UNEP (GEF-6 and GEF-7 projects in South Africa, GEF-7 projects in Madagascar and Panama, GEF-8 project in Uganda), and WWF-US (GEF-8 projects in Mexico, Nepal, and Zambia). UNEP is also involved in the GEF-7 project supported by the World Bank in South Africa. WWF-US is also involved in the GEF-7 project supported by UNDP in India.

68. **Nearly 60 percent of GWP child projects are biodiversity single focal area projects.** In contrast, all **WCD child projects are multifocal area projects. Among the 16 multifocal projects in the GWP** and WCD portfolio, all involve the biodiversity focal area, 13 include the land degradation focal area, and 7 include a focus on climate change. None of the child projects under the GWP or WCD involve the chemicals and waste or international waters focal area.

69. **GWP child projects involve a wide range of executing partners.** A total of 45 projects ($296.07 million in total grant amount) engages at least one government partner as an executor and 5 projects ($24.71 million in total grant amount) partner with at least one civil society or non-governmental organization in their execution. Note that a single project may work with multiple types of executing partners.

*Performance of GWP Projects*

70. Child projects report on their progress toward objectives consistently and at various stages throughout the project. Each year, child projects must submit a project implementation report (PIR) which tracks progress over the previous year. An external consultant also completes a mid-term review (MTR), which is only required for full-scale projects, and a terminal evaluation (TE), which is required for all projects.

71. Outcome and implementation ratings are measured on a six-tier scale: highly unsatisfactory (HS), unsatisfactory (U), moderately unsatisfactory (MU), moderately satisfactory (MS), satisfactory (S), and highly satisfactory (HS). Meanwhile, sustainability ratings measure each project's likelihood of sustainability and are rated on a four-tier scale: unlikely, moderately unlikely, moderately likely, and likely.

72. For the PIRs and MTRs, complete information on a child project's implementation progress (IP) score and the project development objective (PDO) score can be found in Annex A. For projects with TEs, the overall rating is given. Brief summaries of child projects that have been particularly successful or unsuccessful are provided below.

73. The overall "satisfactory" / "unsatisfactory" rating for a project does not necessarily mean that the IWT activities have had difficulties, as projects are given an overall valuation rather than ratings on the IWT-specific elements of the projects, and most GWP projects also address biodiversity-related activities beyond IWT.

74. While a total of seven GWP projects have completed implementation or even reached financial closure, only five projects have completed a TE. The GEF-6 project led by UNDP in Congo (GEF ID 9159) is formally listed as financially closed on the GEF Portal after the project was canceled in March 2021. Meanwhile, the TE for the GEF-6 global coordination project (GEF ID 9211) is partially completed by the World Bank, while the UNDP component is anticipated to be available later this

year. This evaluation uses the ratings from the World Bank component of this global coordination project.

Table 1: Outcome and sustainability ratings of GWP and WCD projects compared to the average for all validated GEF-6 and GEF-7 projects.

| Indicator | Data source | | |
|---|---|---|---|
| | Available PIRs 2023/MTRs of GWP & WCD projects | Available TEs of GWP & WCD projects | Average from all validated TEs of GEF-6 & GEF-7 projects[70] |
| **Outcome rating:** Percentage of projects with outcome rating in the satisfactory range[71] | 76.0% *(n = 25)* | 100% *(n = 6)* | 88.7% *(n = 53)* |
| **Implementation rating**: Percentage of projects with implementation rating in the satisfactory range[72] | 66.7% *(n = 24)* | 100% *(n = 2)* | 92.2% *(n = 51)* |
| **Sustainability rating:** Percentage of projects with sustainability rating in the likely range[73] | 50.0% *(n = 8)* | 100% *(n = 2)* | 78.0% *(n = 50)* |

**Only ongoing, implemented, and financially closed projects are included in the calculations.*

*GWP GEF-6 Completed projects.*

75. **As of March 2024, six GWP GEF-6 projects have associated TEs that report on project success.**[74] All of them reported outcome ratings in the satisfactory range.[75] In terms of implementation and sustainability ratings, only two projects with a TE, in the Philippines and Thailand, reported ratings for these indicators. Both projects reported implementation ratings in the satisfactory range and sustainability ratings in the likely range(*Table 1*).[76]

*Global Coordination project*

76. **The Global project (GEF ID 9211), Coordinate Action and Learning to Combat Wildlife Crime, received an overall rating of "satisfactory" in its TE.** The project successfully enhanced coordination among stakeholders, enhanced coordination among ICCWC partners, and established a knowledge

[70] Child and standalone projects only. Ratings from GEF IEO's validated TE dataset, June 2023.
[71] This includes projects rated as moderately satisfactory, satisfactory, and highly satisfactory.
[72] This includes projects rated as moderately satisfactory, satisfactory, and highly satisfactory
[73] This includes projects rated as moderately likely and likely to be sustainable.
[74] A chart of the GWP GEF-6 TE ratings can be found in Annex A. Thailand (9527) has been completed but the TE will not be available until later in the year the latter half of 2024.
[75] Three of these projects received overall ratings of "moderately satisfactory"; the other three received an overall rating of "satisfactory."
[76] The project in the Philippines achieved a "likely" sustainability rating, while the project in Thailand achieved a "moderately likely" sustainability rating.

platform.[77] It had more limited success in improving the monitoring and evaluation of child projects.[78] The reviewer noted the project's success in moving all activities to a virtual setting starting in 2020.[79]

*Child projects*

77. The **Republic of Congo** (GEF ID 9700)'s child project, Forest and Economic Diversification Project, upgraded its project rating from MU to MS in its terminal evaluation after it was restructured,[80] and highlights the relevance of project design, solution-oriented implementation support, and adaptive management.[81] The original objectives were overly ambitious, and the revised objective focused specifically on increasing the capacity of the forest administration and IPLCs to co-manage forests. The quality of the project's M&E was rated as "substantial," and the safeguard performance was rated "satisfactory."[82] Further, the project was able to ensure a smooth transition to a follow-up project financed by the Forest Investment Program.[83]

78. The **Gabon** (GEF ID 9212) child project, Wildlife and Human-Elephant Conflict Management, received an overall rating of "satisfactory" in its terminal evaluation after it was restructured, and the closing date was extended by 13 months. One unintended but nevertheless significant benefit of the project was the enhanced genetics laboratory. The laboratory remains in operation and now serves as an example in the region for its elephant database and ability to conduct genetic analysis of ivory. As evidence of this benefit, both Nigeria and Cameroon have requested its services.[84] The M&E quality rating for the project was "substantial," and the terminal evaluation highlighted that the M&E system was used to regularly report on progress.[85]

79. The **Philippines**' (GEF ID 9658) child project, MSP: Combating Environmental Organized Crime in the Philippines, received an overall rating of "moderately satisfactory" in its TE since it had achieved most of the project outcomes. Those outcomes focused on strengthening legal frameworks, building existing law enforcement capacity, and implementing demand reduction measures.[86] The project reported delays stemming from the pandemic and underutilized the funds in the GEF grant by 15% due to poor planning and management.[87] The probability of sustaining the project was rated as "likely," in part as a result of funding incorporated into a draft bill, the Revised Wildlife Resources Conservation and Protection Act of 2021.[88]

[77] Global (9211), TE 11-13.
[78] Global (9211), TE 16.
[79] Global (9211), TE 27.
[80] Republic of Congo (9700), TE 25.
[81] Republic of Congo (9700), TE 33.
[82] Republic of Congo (9700), TE 30-31.
[83] Republic of Congo (9700), TE 33.
[84] Gabon (9212), TE 15.
[85] Gabon (9212), TE 13.
[86] Philippines (9658), TE 10.
[87] Philippines (9658),TE 63.
[88] Philippines (9658), TE 19. However, as of March 2024, the revised bill has not been passed so it is unclear if funding does still exist to sustain the project.

80. The **Thailand** (GEF ID 9527) child project, Combatting Illegal Wildlife Trade, focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand, does not yet have a TE report available at the time of this evaluation. However, the project's ratings are available from the GWP Coordination Team at the World Bank. The project aims to reduce the trafficking of wildlife in Thailand through enhanced enforcement capacity and collaboration and targeted behavior change campaigns. The project achieved a satisfactory outcome rating and a moderately likely sustainability rating. The 2021 MTR rated the project "moderately unsatisfactory." Despite the situation and lack of progress, the project team was able to respond to the recommendations made at midterm and demonstrated a commendable ability to adapt. Though the project was slow to start, it gained momentum in 2022 and implemented all planned project activities.[89]

81. **Vietnam** (GEF ID 9529)'s child project, Strengthening Partnerships to Protect Endangered Wildlife in Vietnam, received an overall rating of MS in its TE. The objective of the project was to strengthen legal and regulatory frameworks and bolster related implementation capacity for the protection of threatened wildlife.[90] In the end, the project did not achieve a higher overall rating because many of the project outputs were delivered right at the end, as opposed to being delivered incrementally, as planned.[91] The quality of M&E in the child project was "substantial" and no safeguard policies were triggered apart from the umbrella environmental assessment policy.[92]

*GWP GEF-6 Projects under implementation*

82. **As of March 2024, there are 13 GWP GEF-6 projects under implementation.[93] A total of 10 projects have completed an MTR.**[94] The three projects that have not produced an MTR are the UNDP project in Cameroon (GEF ID 9155), UNEP project in South Africa (GEF ID 9525), and UNDP project in Tanzania (GEF ID 9156). To present the most updated outcome and implementation ratings, this evaluation considers the ratings from MTRs completed in 2023, if available. Otherwise, the ratings from PIR 2023 are used.[95]

83. While PIRs do not include sustainability ratings, of the GWP GEF-6 projects under implementation, eight projects included sustainability ratings in their previous MTRs. A total of five of these projects received a sustainability rating in the likely range,[96] while the other four received a sustainability rating in the unlikely range.[97] The World Bank projects in Malawi (9842) and Zambia (9213) do not report a sustainability rating in their MTRs.

[89] Thailand (9527), PIR 2023, 209.
[90] Viet Nam (9529), TE 13.
[91] Viet Nam (9529), TE 20.
[92] Viet Nam (9529), TE 24-25.
[93] A chart of the GWP GEF-6 2023 PIR ratings can be found in Annex A. Two projects not addressed here were fully canceled: Afghanistan (9531) and the Republic of Congo (9159).
[94] Ongoing GEF-6 projects with an MTR are: Botswana (9154), Ethiopia (9157), India (9148), Indonesia (9150), Kenya (9659), Malawi (9842), Mali (9661), Mozambique (9158), Zambia (9213), and Zimbabwe (9660).
[95] Annex A provides a list of rating sources across GWP projects.
[96] The projects with a sustainability rating in the likely range are India (9531), Indonesia (9150), Kenya (9659), and Mozambique (9158).
[97] The projects with a sustainability rating in the unlikely range are Botswana (9154), Ethiopia (9157), Mali (9661), and Zimbabwe (9660).

84. Based on ratings from the latest PIR or MTR, only two ongoing GEF-6 GWP projects received "unsatisfactory" ratings for at least part of their 2023 PIRs. **Cameroon's** (GEF ID 9155) child project, Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon, was rated "unsatisfactory" for both outcome and implementation indicators because it was suspended due to non-compliance with safeguards and complaints from indigenous communities.[98]

85. Meanwhile, the project in **Mali** (GEF ID 9661), received a "Moderately Unsatisfactory" rating for both indicators due to considerable delays in starting the project, understaffing and poor articulation of the roles of the Project Management Unit (PMU), and limited effective collaboration between the government and the NGO in charge of the project's field implementation. Additionally, the Mali project received an "unlikely" to be sustainable rating, due to unsatisfactory implementation quality and the volatile security context in the country.

86. Four of the 14 projects received a rating in the satisfactory range for both their progress towards achievement of outcome and overall implementation progress in their latest MTRs, in addition to a moderately likely rating in terms of sustainability: India, Indonesia, Kenya, and Mozambique. Additionally, projects in South Africa, and Zimbabwe have satisfactory outcome and implementation ratings.

87. The 2023 MTR of the child project in **India** (GEF ID 9148), Securing Livelihoods, Conservation, Sustainable Use and Restoration of High Range Himalayan Ecosystems (SECURE) Himalayas, highlighted that the substantial involvement of the government at the landscape, state, and national levels has contributed significantly to its results. Additionally, the project has made significant gender equality progress by focusing on grassroots empowerment strategies to better ensure participation and decision-making by women. However, KIIs and project visits revealed that the project also faced delays due to the pandemic and late financial disbursements. This is particularly challenging for operating in the fragile high-altitude Himalayan landscapes with only few working months and when the project funding is delayed it results in bad rapport and mistrust with the local communities.

88. **The child project in Indonesia** (GEF ID 9150), Combatting Illegal and Unsustainable Trade in Endangered Species in Indonesia, reports being managed well and having built good relationships with the government.[99] The project is on track to meet its targets, and some sub-indicator shortcomings should be addressed if the project receives the extension, it is currently seeking.[100]

89. **The child project in Kenya** (GEF ID 9659), Combating Poaching and Illegal Wildlife Trafficking in Kenya through an Integrated Approach, received a "satisfactory" rating for its progress toward achievement of PDO, a rating of "moderately satisfactory" for its overall implementation progress, and a "moderately likely" rating for its likelihood of sustainability. The MTR notes the role and structure of the project management unit in enhancing the delivery of outcomes, but challenges remain due to the inefficiency in the disbursement of financing and staff turnover. [101]

[98] Cameroon (9155), PIR 2023, 4.
[99] Indonesia (9150), PIR 2023, 29.
[100] Indonesia (9150), PIR 2023, 38.
[101] Kenya (9659), MTR 2023, 2.

90. The MTR for the project in **Mozambique** (GEF ID 9158), which is also the GWP project with the largest GEF grant, gives the project a satisfactory outcome rating, a highly satisfactory implementation rating, and a moderately likely sustainability rating. The MTR highlights efforts to strengthen the role of local communities in combating wildlife and forest crime as a key success factor. Despite the overall good progress, challenges remain due to high incidence of human-wildlife conflicts and small number of beneficiaries.[102]

91. **The child project in South Africa** (GEF ID 9525), Strengthening Institutions, Information Management and Monitoring to Reduce the Rate of Illegal Wildlife Trade in South Africa, received ratings of "satisfactory" though the PIR noted that a delay in the next tranche of funding was a concerning risk for the project.[103]

92. The 2023 PIR of the child project in **Zimbabwe** (GEF ID 9660), Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe, noted that the project had progressed, particularly in increasing the number of people reached by the project, despite issues with a new project management system and delays associated with national elections.[104] The 2023 PIR also reported a decrease in implementation progress,[105] and its likelihood of sustainability was rated as "moderately unlikely."

*GWP GEF-7 Projects under implementation*

93. As of March 2024, there are 16 active GWP GEF-7 child projects. Of these, only one, the project in Cambodia (GEF ID 10483), has reached the midterm reporting phase, while others have submitted PIRs. Ratings in these projects' initial PIRs are more varied than the GWP GEF-6 projects that have progressed further. Based on the most recent PIRs that are available for 12 of the 16 active child projects, six had ratings of "moderately satisfactory" or "satisfactory" and four had "moderately unsatisfactory" or "highly unsatisfactory" ratings in both implementation and achieving development objectives. Many of the unsatisfactory ratings can be traced to delays in getting projects off the ground, in particular issues with funding disbursements. The remaining two projects had mixed ratings – "moderately unsatisfactory" for implementation progress and "moderately satisfactory" for progress towards development objectives.

94. **The child project in Panama** (GEF ID 10285), Enhancing Jaguar Corridors and Strongholds through Improved Management and Threat Reduction, currently has the highest ratings among GWP GEF-7 child projects. The project reports "highly satisfactory" towards achievement of objective and "satisfactory" progress towards overall implementation progress. The PIR noted that the project was on track to meet its objectives and credits good organizational capacity and execution.[106]

95. **The child project in The Democratic Republic of Congo** (GEF ID 10242), Kabobo- Luama Protected Area Landscape Management, received ratings of "moderately unsatisfactory" for both categories. The 2023 PIR noted that there were only two months to report on in the period since the

[102] Mozambique (9158), MTR 2023, 8.
[103] South Africa (9525), PIR 2023, 7.
[104] Zimbabwe (9660), PIR 2023, 24.
[105] Zimbabwe (9660), PIR 2023, 22.
[106] Panama (10285), PIR 2023, 4.

project documentation was signed in 2022; the inception workshop was not held until May 2023. There was also a delay in the release of the first tranche of funds because of challenges with UNDP's newly-launched online financial and operations management system.[107] Additionally, there was an increase in political instability at the provincial level and a limited presence of relevant government agency staff from the Institut Congolais pour la Conservation de la Nature (ICCN), which impacted the ability to manage the protected area.[108] The PIR did note that the situation has improved and progress is now being made.

96. **The child project in India** (GEF ID 10235), Strengthening Conservation and Resilience of Globally-significant Wild Cat Landscapes through a Focus on Small Cat and Leopard Conservation, also received ratings of "moderately unsatisfactory" for both components. The PIR noted that there were delays because of the COVID-19 pandemic and issues with the disbursement of funds. Additionally, the implementing partner, the Indian government, delayed endorsing the project agreement with the WWF, one of the two executing agencies, which prevented project activities from being operationalized.[109] The project is in the process of being fully transferred to the other implementing agency, UNDP.[110]

97. **The child project in Madagascar** (GEF ID 10233), Sustainable Management of Conservation Areas and Improved Livelihoods to Combat Wildlife Trafficking in Madagascar, has not started and thus received "highly unsatisfactory" ratings for both components. While the first disbursement occurred in May 2022, the money did not make it into the project account more than a year later, in June 2023.[111] Additionally, the PIR reported that political interference has made it difficult to set up the project implementation team.[112]

98. **The child project in Namibia** (GEF ID 10244), Integrated Approach to Proactive Management of Human-wildlife Conflict and Wildlife Crime in Hotspot Landscapes in Namibia, received ratings of "moderately unsatisfactory" for both categories. Delays in multiple aspects of the project are responsible. The PIR noted that there had been a delay in organizing the inception workshop because of scheduling challenges and a delay in appointing a project manager.[113] There have also been significant delays in finding a consultant to conduct the Environmental and Social Impact Assessment (ESIA).[114] Finally, the project has yet to carry out baseline surveys and is not following a monitoring and evaluation plan.[115]

### C. The Impact of COVID-19

99. This section explores how the circumstances brought on by the COVID-19 pandemic changed project implementation and how it influenced future project developments. Most importantly, the pandemic highlighted not only the critical links between biodiversity, illegal wildlife trade, and

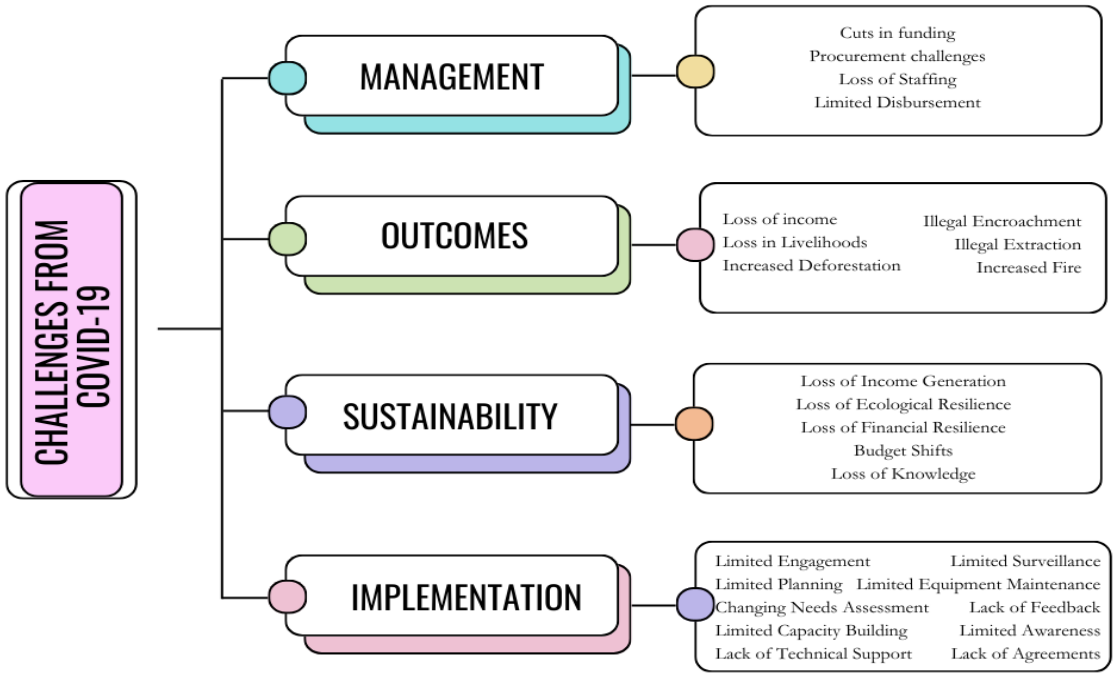
[107] Panama (10825), PIR 2023, 12-13.
[108] Panama (10825), PIR 2023, 9-10.
[109] India (10235), PIR 2023, 18.
[110] India (10235), PIR 2023, 21.
[111] Madagascar (10233), PIR 2023, 13.
[112] Madagascar (10233), PIR 2023, 6.
[113] Namibia (10244), PIR 2023, 27.
[114] Namibia (10244), PIR 2023, 27.
[115] Namibia (10244), PIR 2023, 31.

zoonotic disease, but also the potential to leverage solutions and strategies to address these various interconnected challenges.[116] The One Health approach has emerged as a viable approach to improving pandemic preparedness and diminishing the transmission of zoonotic diseases.

100. **The impact of the COVID-19 pandemic on the GWP GEF-6, 7, and 8 cycles has been substantial, both hindering implementation and influencing project design.** The pandemic caused delays, disruptions, and changes in project dynamics for GWP GEF-6 cycles, and significantly impacted GWP child projects on the ground, precipitating delays in funding and deliverables (see Figure 9). Impacts relate primarily to increased poaching; reductions in funding; few ranger patrols; and decreased revenues from tourism. GWP GEF-7 projects, which have a stronger focus on wildlife-based economies (WBE) than GWP GEF-6 projects, were particularly vulnerable to decreased revenues as the pandemic seriously affected tourism (Box 2: Effect of COVID-19). GWP GEF-7 projects were focused on the green economy and due to COVID restrictions, mobility was restricted, thereby affecting all projects. However, several GWP GEF-7 projects commenced later and did not suffer extreme consequences from the pandemic.

Figure 9: Challenges associated with COVID-19 and key project phases. Based on information from the IEO's "Evaluation of the Effects of the Covid-19 Pandemic on GEF Activities

[116] UNEP & International Livestock Research Institute, Preventing the Next Pandemic: Zoonotic Diseases and How to Break the Chain of Transmission (2020).




Challenges associated with COVID-19 and key project phases. Based on information from the IEO's "Evaluation of the Effects of the Covid-19 Pandemic on GEF Activities."[117]

101. **Most GWP GEF-6 projects experienced delays in their implementation timelines.** In most circumstances, certain aspects of the projects were halted at least temporarily, and many were forced to cease or scale back activities on the ground. Projects re-sequenced work, brought desktop work to the forefront and delayed fieldwork, some also rearranging within the approved budgets where possible (e.g., no budget amendment is required within a 5% variance). Several GWP GEF-6 projects were given extensions, and in cases such as Afghanistan (GEF ID 9531) and the Republic of Congo (GEF ID 9159), where delays were already present, the pandemic further extended project timelines. COVID-19 also severely delayed the submission of MTRs, with Gabon being the only country to deliver an MTR by March 2021. Though COVID-19 in Ethiopia (GEF ID 9157) caused disruptions, project documents highlighted that it did not have a negative impact on the delivery of project results.

102. **COVID-19-related travel restrictions hindered the ability of project stakeholders to conduct essential site visits and assessments.** Limited travel during the pandemic meant that child projects across the board were unable to engage in the level of field visits initially predicted. For instance, in Mali (GEF ID 9661), the staff was unable to visit project sites, potentially impacting oversight and on-site evaluations; in Thailand (GEF ID 9527), forensic staff associated with identifying species relevant to IWT could not enter the country; and in Ethiopia (GEF ID 9157), a canine unit trained to combat IWT was unable to be deployed to an airplane post.

[117] GEF IEO, Evaluation of the effects of the COVID-19 pandemic on GEF activities, Agenda Item 09, 63rd GEF Council Meeting, (2022).

103. **The pandemic caused widespread communication challenges and shifted many communication and monitoring activities from in-person to virtual.** While certain projects were able to execute this reasonably successfully, limited power and internet access hindered the implementation of remote work in certain areas, as was the case in Zimbabwe (GEF ID 9660). However, as the pandemic forced work online, certain projects were able to ramp up their use of social media and online campaigns, such as Vietnam (GEF ID 9529), which received a boost in terms of effectiveness and level of participation, highlighting the potential assets associated with keeping measures adaptable.

104. **In the majority of cases, the pandemic not only affected project development, but also disrupted funding streams, and in some cases, exacerbated poaching activities.** Zimbabwe (GEF ID 9660), for example, experienced the ubiquitous decline in tourism and economic opportunities which resulted in the need for additional patrols, increasing the overall project cost. This was also the case in the Philippines (GEF ID 9658), which saw an increase in poaching and likewise amped-up patrols. While patrolling was increased in some project- supported areas, while in others patrols were reduced, due to the inability to pay staff, nationwide restrictions on movement, and illness, as rangers were either unable to patrol because they were sick themselves, or they were tending to sick family members. In Ethiopia (GEF ID 9157), poachers capitalized on the infrequent patrols and killed eight elephants, an event without rapid response capabilities because of the pandemic. In addition, due to layoffs caused by COVID-19, there was a surge in many places of bushmeat poaching.

105. **The impact of the COVID-19 pandemic on GWP GEF-7 projects is diverse and uneven, with some projects remaining relatively unaffected while others faced notable challenges.** Several GWP GEF-7 projects, invoking force majeure due to the COVID-19 pandemic, requested and were granted an extension. Practically all GWP GEF-7 projects identified COVID-19 as a risk factor, emphasizing the need for monitoring and adjustment. Chad (GEF ID 10315), Ecuador (GEF ID 10304), and South Africa (GEF ID 10341) are examples of countries that identified COVID-19 as a risk factor, prompting them to consider potential impacts and adjust their strategies accordingly. Some projects did not experience interruptions to project implementation. For example, implementers on the Ecuador (GEF ID 10304) project reported that COVID-19 had not disrupted project implementation, but it had nevertheless worsened the state of the country's biodiversity due to increased poaching, illegal mining, and deforestation, all of which were exacerbated by a lack of viable alternative livelihoods. Many people living in the cities moved back to their communities during the pandemic, resulting in more people engaging in fishing and hunting activities, contributing to higher pressure on wildlife populations.

106. **The collapse of tourism had consequences on poaching.** Though GWP GEF-7 and GEF-8 cycles embrace and emphasize WBE, due to a shift in focus of the GWP Theory of Change, there is a danger of becoming too reliant on ecotourism for local economies and livelihoods. As noted by an interviewee – "if you take away tourism, poaching is a viable way to make an income." The reliance on WBE made GWP GEF-7 potentially vulnerable to fluctuations in tourism during the COVID-19 pandemic, especially projects such as Bhutan's (GEF ID 10234), which is based on nature-based tourism, and India's (GEF ID 10235), which has a heavy emphasis on eco-tourism. Had these projects been in the GWP GEF-6 cycle, the effects of the pandemic on projects heavily dependent on WBE could have been more drastic. Informants in 2021 even expressed trepidation about the shift to WBE, fearing that it may well be "a noose around our necks," and encouraged casting an even broader net to include not just wildlife, but an economy supported by the full suite of natural resources, such as

minerals and timber. A lesson learned from the pandemic is the need to include domestic tourist markets to avoid overly relying on international tourism and falling prey to international travel restrictions.

107. **Some projects took adaptive measures in response to delays and observed risks**. Bhutan (GEF ID 10234) integrated COVID-19 assumptions into its Theory of Change (ToC) and Indonesia (GEF ID 10236) recognized COVID-19 and future zoonotic diseases as a risk, and therefore has built in certain provisions based on three perspectives: opportunity, risk, and ecology. The project aims to restore a cohesive ecosystem, safeguard its diversity and integrity, and establish a meticulously managed, productive landscape. This entails harvesting wildlife in an ecologically responsible manner, safeguarding healthy wildlife populations, and, as the landscape regains its integrity over time, significantly lowering the risk of zoonotic diseases.

108. **While GWP GEF-8 projects did not specifically mention COVID-19 impacts, almost half the projects explicitly mentioned the need to adopt a proactive stance toward mitigating future zoonotic diseases and emphasized the integration of One Health principles, reflecting collective learning from the COVID-19 experience.** For example, Kenya (GEF ID 11153) aims to identify and determine the prevalence of commonly occurring zoonotic and food-borne pathogens resulting from wild meat harvesting, consumption, and trade. The project, alongside Eswatini (GEF ID 11151) and Zambia (GEF ID 11154), is implementing the One Health approach by deploying monitoring and surveillance for better detection of zoonotic diseases, emphasizing the importance of addressing health risks, rabies vaccinations for domesticated dogs, and addressing the local wild meat trade. In Mexico (GEF ID 11156), the project indirectly contributes to mitigating the risk of zoonotic spillover through improvements in domesticated animal keeping and feral fauna control. Informants noted that there is now a discussion of a variety of approaches to reduce zoonotic spillover and strategies to best interact with the health community in a more meaningful way. Several informants mentioned wishing to see the prevention part of One Health being built in as a cross-cutting theme, with interviewees concluding that GWP GEF-8 takes a diversified approach to livelihoods for wildlife conservation, which incorporates the GWP GEF-7 focus on WBE, while also working on pandemic prevention, zoonotic disease, and One Health, something unheard of in the GWP GEF-6 cycle.

## Box 2: Effect of COVID-19 on economic activities around Global Wildlife Program protected areas

Nature-based tourism and economic activities typical of protected areas (PAs) are common features of many GEF-supported protected areas (PAs). These activities are often clustered around PA sites, and travel restrictions imposed to contain the spread of COVID-19 have brought such activities to a halt. We used pre and post pandemic night-time light data as a proxy measure for economic activity to assess change due to the pandemic. Our analysis shows that overall, 75 percent of the 8427 protected (Fig a) areas saw a decrease in light intensity in varying degrees in all countries and across IUCN protected area categories in Africa, including in popular protected area destinations, indicating a reduction in tourism-related economic activities. An analysis of 40 PAs in GEF supported Global Wildlife Program (GEF ID 9071) showed a decrease in light intensity (Fig b), including at some popular destinations such as the Kruger National Park and Serengeti (Fig c), demonstrating the impact of the pandemic on PA income generation, operations, and programs. This analysis fed into the MAR 2020 where IEO encouraged engagement with the public and private sector to manage risks and plan for contingencies such as pandemics, natural disasters, or other catastrophic events. This was particularly crucial since GWP GEF-7 focused on nature-based tourism and wildlife-based economies, sectors potentially vulnerable to such disruptions. The GEF-8 child projects incorporated diversified livelihood options in their design.

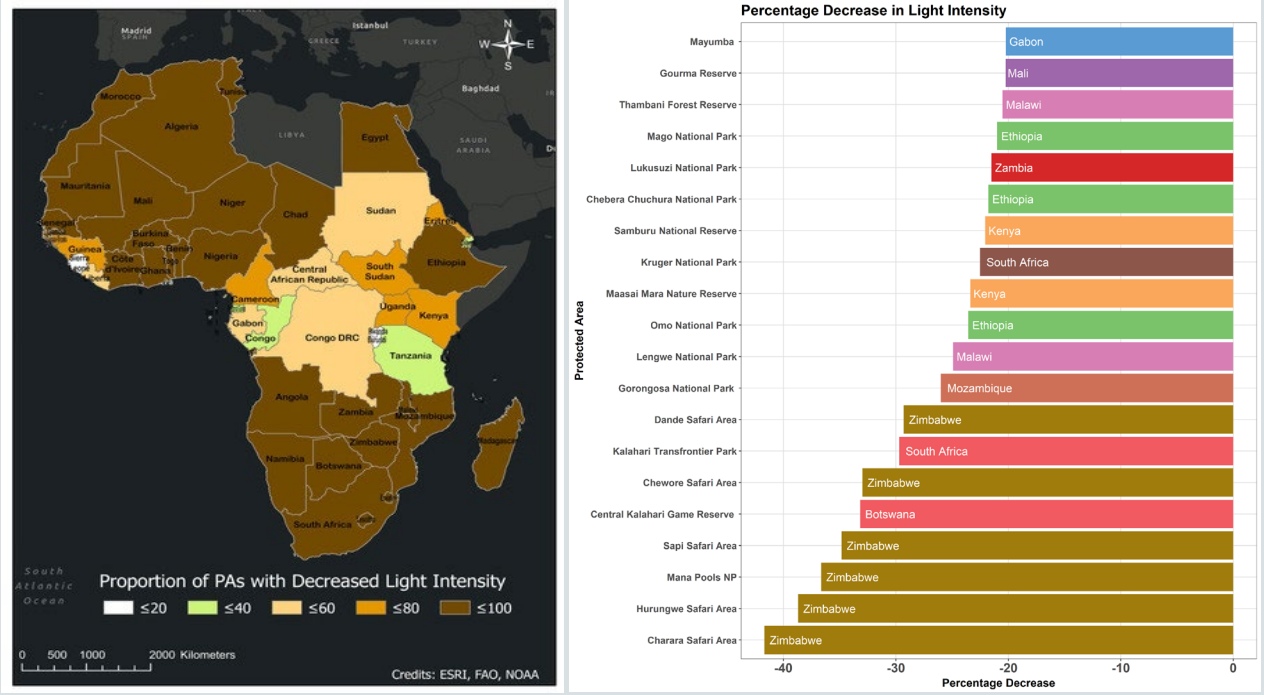



Figure a) Map showing the proportion of protected areas (PAs) with decreased light intensity. b) The decrease in light intensity at the top 20 GEF supported protected areas within the Global Wildlife Program.

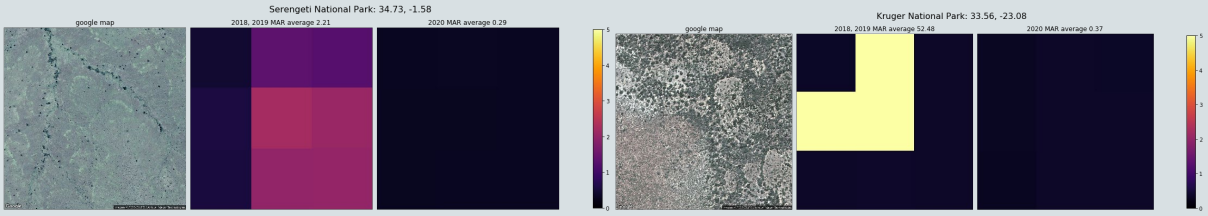



**Figure c.** On the left part of each panel, satellite images show the popular tourist lodges, camp settlements, and markets around the three parks. The NTL data for these same sites, showing before (in the middle part of each panel) and after (right part of each panel), indicate that the locations have undergone a decrease in the light intensity,(Left) Serengeti National Park(-11percent); (Right) Kruger NP (-22 percent).

## D. Policy coherence

109. **Policy coherence, emphasizing coordinated national policy action, has been recognized as essential for successful GEF programming.** However, as noted by many informants, there are lingering questions regarding what exactly constitutes “policy coherence” and examples of its effective application, partly due to the fact that the GEF has only recently begun to explicitly focus on this topic. Clarification is needed on the practices that promote policy coherence, and the specific programming actions, that, when combined, contribute to achieving it.

110. **The GEF has taken steps to enhance clarity regarding policy coherence, including the issuance of recent guidance and the establishment of a definition.** Approved by the Council in October 2023, the GEF Guidelines on "Enhancing Policy Coherence Through GEF Operations" define "policy coherence" as "the systematic promotion of mutually reinforcing policy actions across government departments and agencies, creating synergies towards achieving the agreed objectives." The GEF further elaborated that policy coherence necessitates a "whole-of-government and society" approach, involving action from all levels of government and all sectors of society, including the private sector.

111. Recognizing that there is no one-size-fits-all approach to policy coherence, the guidelines emphasize the importance of tailoring country-level programming to individual country needs and circumstances. Efforts to define "policy coherence" have now been incorporated as a key dimension in the design and implementation of the GEF-8 project cycle. To promote policy coherence, the IEO recommended that GEF programs focus on the development and implementation of legal and policy reforms, as well as strengthening country institutions and capacity building. [118]

112. **The GEF noted the role of five specific areas of innovation critical to policy coherence - technological, financing, business model, policy, and institutional**.[119] Moreover, the GEF Scientific and Technical Advisory Panel (“STAP”) has further described factors that promote policy coherence, such as coordination among national ministries (horizontal coordination), mechanisms to align efforts at the national, subnational, and local levels (vertical coordination), transboundary collaborations, and mechanisms to promote stakeholder participation (including business partners or community involvement).[120]

*Factors contributing to Policy Coherence*

113. **Midterm reviews suggest that GWP GEF-6 child projects have made progress in addressing and integrating policy coherence, although challenges remain.** Projects have achieved this progress through broad-based collaborations, enacting legislation coupled with strengthened enforcement, enhanced enforcement through national-level strategies, technology, and greater regional and international coherence. Importantly, many of the projects that met with success in promoting policy

[118] GEFIEO *Seventh Comprehensive Evaluation of the GEF: Working Toward a Greener Global Recovery, Washington, DC*, November 9, 2021.
[119] GEF/C.64/09, 9.
[120] GEF/STAP/C.64/Inf.02, Scientific and Technical Advisory Panel, *Policy Coherence in the GEF*, June 13, 2023, 19, https://www.thegef.org/sites/default/files/2023-06/EN_GEF.STAP_.C.64.Inf_.02_Policy_Coherence_in_GEF.pdf.

coherence focused largely on IWT, although MTRs generally do not discuss the role played by each of the various agencies in these successes.

114. **Many GWP GEF-7 and GEF-8 child projects seek to integrate development and enforcement policies in ways that promote policy coherence.** While information on the implementation of GWP GEF-7 and GEF-8 projects is not yet available, child projects in the design phase are planning continued investments in national strategies and national enforcement units, to use of technologies for enforcement and wildlife monitoring, finding ways to promote a more integrated role for communities, developing awareness-raising campaigns, and instituting cross-border collaborations.

Broad-Based Collaborations Demonstrate Horizontal and Vertical Integration

115. **In examples of vertical and horizontal integration, at least ten GWP GEF-6 projects provided for broad interagency collaboration or collaboration among national and local governments, NGOs, corporate partners, and other organizations.** For example, Thailand's (GEF ID 9527) Wildlife Enforcement Network coordinated the work of multiple law enforcement agencies, communications organizations, and other partners.[121] Afghanistan (GEF ID 9531), which was rated as moderately satisfactory/satisfactory before it was cancelled, listed eight different ministries in its midterm report including agriculture, interior, finance, culture, transport, rural development, justice, and commerce, evidence of vertical integration.[122] Similarly, the GWP GEF-6 India project worked with the Wildlife Crime Control Bureau (WCCB), state authorities, IPLC bodies and the army to organize series of workshops, training programs, and information sharing initiatives to enhance awareness on combating wildlife crime. The collaboration was strategic as the project sites were close to international border areas and led to raids and seizures of illegal wildlife products.

116. Strengthening legislation and capacity were also attributed to Vietnam's (GEF ID 9529) broad partnerships among local and national agencies, the private sector, and communities in developing joint work plans on wildlife conservation and on developing a national crime strategy. The project in Zimbabwe (GEF ID 9660) made progress in its anti-poaching goals through multi-agency crime prevention units deployed in project areas to fight IWT and other forest crimes. Moreover, the project's engagement with NGOs and communities is considered a key success of the project.[123]

117. Projects in Gabon (GEF ID 9212), Indonesia (GEF ID9150), Kenya (GEF ID 9659), Mali (GEF ID 9661), Mozambique (GEF ID 9158), the Philippines (GEF ID 9658), and South Africa (GEF ID 9525) also reported successes where the projects involved consultation and coordination among national and local government and enforcement partners, along with other local actors and civil society partners, in developing national IWT strategies or policies. Similarly, strategic partnerships with NGOs, like Kenya's (GEF ID 9659) partnerships with the African Wildlife Foundation and World Wildlife Fund, promoted positive policy outcomes while resulting in additional financial resources.[124] The Philippines project (GEF ID 9658) effectively coordinated broad policy by working with local governments to craft local ordinances to implement national legislation (which at the time of the PIR was still a Senate Bill,

[121] Thailand, PIR 2023, 59, 210.

[122] Afghanistan, MTR, 3, 11; *see also* Section III.D.3 below.

[123] Vietnam, TE, 15, 26, 31; Zimbabwe, MTR, 12, 20.

[124] Ethiopia, MTR, 43; Kenya, MTR, 26; Indonesia, MTR, 18; Mali, PIR 2023, 4; Mozambique, MTR, 33; South Africa, PIR, 2023, 15; Zimbabwe, MTR, 20.

subject to enactment).[125] According to the GWP GEF-6 Global Grant's TE, discussed in greater detail below, the GWP was finalizing a Collaborative Management Partnership toolkit to strengthen GWP project engagement with the private sector[126] The Tool Kit was launched in 2021[127].

118. **At least six GWP GEF-7 projects include national wildlife strategies that feature collaborations among national, local, and other stakeholders.** For example, the project in Indonesia (GEF ID 10236) identifies numerous core partners, including the Ministry of Environment and Forestry, Ministry of Agriculture, Ministry of Marine and Fisheries Affairs, Ministry of Tourism and Creative Economic Development, Law Enforcement, provincial government agencies, regional Directory of Laboratories, universities, conservation NGOSS, and local community organizations, and private sector partners. South Africa (GEF ID 10341) notes the roles of many national ministries, including the Department of Environment, Forestry and Fisheries, South African National Biodiversity Institute, National Prosecuting Authority, Department of Justice, along with many provincial and local authorities, NGOs, research institutes, and private actors. Panama (GEF ID 10285) includes the ministries of environment, public works, agriculture, and education, as well as the National Secretariat for Science, the Panama Canal Authority, the Panamanian Tourism Authority, and various levels of the police.[128] And of particular note in promoting policy coherence of both conservation and IWT objectives, Bhutan (GEF ID 10234) provides for a national ecotourism task force to create cross-agency coordination of nature conservation and law enforcement agendas, to reduce wildlife crime and promote conservation.

119. **GWP GEF-7 and GEF-8 child projects expressly named a broad array of agencies in their execution teams, although comprehensive analyses of a country's legal and policy landscape across all sectors are not typically undertaken.** This includes integrating ministries of environment, forestry, fisheries, biodiversity institutes, and law enforcement, with ministries of economy and finance, to promote wildlife objectives along with sustainable development and economic ones. While these agencies are included as stakeholders on the GWP child project, it remains unclear whether and the extent to which child projects examine the broader policy landscape that projects are operating within. That analysis may identify and evaluate the suite of laws and regulations of (involved and uninvolved) agencies with authorities that may impact IWT, and how they may help or hinder reaching the various objectives of GWP child projects.

*Stakeholder Participation Mechanisms*

120. **Key informants consistently emphasized the importance of involving local communities in shaping cohesive national strategies within both GWP GEF-7 and GWP GEF-8 projects.** According to informants, this evolution underscores the crucial role of communities, particularly in identifying solutions that promote alternative livelihoods, land co-management, and, in some cases, community involvement in law enforcement efforts. Other interviewees highlighted the significance of communities benefitting from networking with each other to establish networks. They also emphasized that many wildlife interventions play a vital role in promoting alternative livelihoods and

[125] Philippines, PIR 2023, 2, 16.
[126] Global Grant (9211), TE 16, 19, 22, 30-31. For more on the private sector, see Section III.H.3 below.
[127] https://www.worldbank.org/en/programs/global-wildlife-program/publication/collaborative-management-partnership-toolkit
[128] Panama (10285), CEO Endorsement, 58-59.

generating other financial benefits. Several GWP GEF-7 and GEF-8 projects incorporate community conservancies to enhance community-level management and governance. This approach addresses a previous issue observed in some earlier GWP GEF projects, namely, their failure to fulfill Environmental and Social Framework (ESF) obligations.

121. **At least twelve GWP GEF-7 projects include a role for communities in natural resource management and/or illegal wildlife monitoring.** Among the types of community involvement, local environmental monitors can elevate the community's role in wildlife protection, as was done in South Africa (GEF ID 10612), or by assisting in monitoring and surveillance activities, as seen in Mexico's child project (GEF ID 11156). Some additional examples include India's (GEF ID 10235) program to create community volunteer programs, Malawi's (GEF ID 11149) work to develop and train community enforcement and rapid response teams to address HWC, and Uganda's (GEF ID 11159) training for community scouts.

122. Other programs focus on the role of community resource management, conservation, and biodiversity generally, like Madagascar (GEF ID 10233), Namibia (GEF ID 10244), and Angola (GEF ID 10505). Kenya (GEF ID 11153) seeks to enhance the technical skills of community leaders to manage protected areas in general, and Indonesia (GEF ID 11160) includes a role for youth scouts and community patrols. Namibia (GEF ID 10244) seeks to employ community conservancy members in wildlife-based businesses. Angola (GEF ID 10505), a project to address climate resiliency, includes community members in its climate resilience measures and its efforts to implement anti-poaching plans. As these projects progress with implementation, lessons will emerge on what types of community efforts are most effective in building strong policy coherence synergies to address IWT and other natural resource management objectives.

Thinking Beyond Borders: Regional and International Coherence

123. **Although not initially identified as targeted outcomes in most GWP GEF-6 projects, cross-border and regional collaborations were observed to foster synergies in anti-poaching strategies and contribute to broader policy objectives.** At least six GWP GEF-6 projects provided for cross-border coordination with some successful results. For example, Mozambique's (GEF ID 9158) national anti-poaching coordination center works on transborder coordination with South Africa. Gabon (GEF ID 9212) made progress on joint border surveillance with the Republic of the Congo by deploying surveillance teams and joint missions. Tanzania (GEF ID 9156) conducted border security collaboration with Zambia, Malawi, and Kenya. Thailand (GEF ID 9527) held bilateral enforcement meetings with agency counterparts in Malaysia to execute an MOU on cross-border collaboration, regularly partners with Cambodian officials on trainings, and conducts joint inspections at various wildlife checkpoints along the Thai-Cambodia border.

124. **Two GWP GEF-6 projects concluded new regional agreements, with one that directly addresses IWT.** Ethiopia (GEF ID 9157) concluded bilateral agreements to combat cross-border trafficking in Somalia, Djibouti, South Sudan, Sudan, and Kenya, and also sought to strengthen the Horn of Africa Wildlife Enforcement Network (HAWEN). India (GEF ID 9148) signed an MOU with

Nepal on a transboundary agreement on biodiversity conservation including the restoration of interlinking areas and corridors and sharing of knowledge.[129]

125. **In GWP GEF-7 and GEF-8 child projects, there is a continued role for cross-border collaboration to promote coherent regional policies, but more could be done.** The informants noted the importance of regional responses and cross-border efforts that are included in some GWP GEF-7 and GEF-8 projects. For example, Uganda (GEF ID 11159) and Indonesia (GEF ID 11160) included data sharing, collaboration on monitoring, exchange of DNA evidence, and other international cooperation with countries along their borders. Others, such as Uganda (GEF ID 11159), recognize the importance of implementing measures to comply with international treaty obligations, including with CITES[130] and CBD. Child projects in Angola (GEF ID 10505) and Zambia (GEF ID 11154) included outcomes that would support the Kavango–Zambezi Transfrontier Conservation Area (KAZA TFCA).[131] South Africa's (GEF ID 10612) child project will also seek to support TFCAs building on existing development plans of the South African Development Community.[132] Ethiopia (GEF ID 11152) and Uganda (GEF ID 11159) both mention supporting the Horn Of Africa Wildlife Enforcement Network (HAWEN) through their projects; Ethiopia building on its efforts from GEF-6.[133] The Philippines (GEF ID 11162) child project plans to revisit bilateral and trilateral agreements to include wildlife crimes, to the extent that is not already covered.[134]

<u>Innovation in Coherence: Policy and Institutional Innovation- Enhancing Enforcement Coordination Strategies</u>

126. **Eleven GWP GEF-6 projects established national enforcement units to coordinate enforcement efforts and strategies with success.** Thailand (GEF ID 9527), for example, prioritized the development of the Thailand Wildlife Enforcement Network – a mechanism set up to foster information exchange across the country and designed to integrate the work of multiple law enforcement agencies, communications organizations, and other partners. The project also achieved success in deterring IWT through arrests and prosecutions. A critical reason for that success was because of the contributions from its national Wildlife Crime Intelligence Center, which provides a forensic lab and staff to strengthen nationwide enforcement.[135]

127. **The project in Mali (GEF ID 9661) attained its goal of establishing a national Wildlife Crime** Investigation Unit to investigate and prosecute wildlife crime through collaboration and cooperation with customs, police, justice officials, and specialized wildlife enforcement units, although the project has not reported on any arrest information as of the 2023 PIR. The project in Mozambique (GEF ID

[129] Ethiopia, MTR, 37; Ethiopia, PIR 2023, 37; Gabon, MTR, 2, 9; Mozambique, MTR, 36; Tanzania, PIR 2023, 9; Thailand, PIR 2023, 60; India, PIR 2023, 47.

[130] GEF is the funding mechanism for CBD and not CITES. However, other biodiversity-related MEAs and agreements can channel guidance to the GEF via the CBD through their official governing bodies (COPs), and this guidance can be put forward to the GEF as part of the guidance provided to the financial mechanism prior to the start of each replenishment through the CBD COP

[131] Angola, CEO Endorsement 103; Zambia, GEF-8 PFD, 237.

[132] South Africa, Pro Doc, 48.

[133] GEF-8 PFD, 45, 223.

[134] GEF-8 PFD, 203.

[135] Thailand, PIR 2023, 59, 210.

9158) approved a national strategy to combat wildlife and forest crime, while simultaneously strengthening inter-institutional coordination to combat wildlife crime through an anti-poaching coordination center. Among other interventions, the project included training for prosecutors and judges, improved intelligence technologies, and capacity building for customs, and reported an increase in IWT convictions, and higher sentences, as a result of these interventions. The project in Ethiopia (GEF ID 9157) successfully established regional task forces and an environmental crime unit – also instrumental in increasing successful prosecutions.[136] Although the project in Indonesia (GEF ID 9150) did not enact legislation, the project achieved broad-based enforcement enhancement through nationwide training, DNA collection, mobile apps to assist law enforcement and customs, development of standard operating standards, and more.[137]

128. **Eight GWP GEF-6 projects have demonstrated institutional and policy innovation by linking the development of national legislation or action plans with investment in strengthened institutional enforcement capacity to arrest, prosecute, and convict.** Based on interviews, we note that harmonizing legislation with enforcement is important to establishing a coherent policy agenda, including making sure that wildlife criminals are actually convicted of serious crimes. As part of these dual objectives, participation of multiple stakeholders (including national, regional, and local constituencies) has been vital to executing these anti-IWT goals—reinforcing other aspects of policy coherence, including integration and stakeholder engagement. For example, the project in Ethiopia (GEF ID 9157) noted its dual efforts to improve legislation while boosting capacity to combat IWT, which resulted in an overall decrease in IWT. The legislative efforts included amendments to address penalties for wildlife crime, with administration of protected areas, and for research. It also provided for the establishment of the Ethiopian Wildlife Development and Conservation Authority.

<u>Innovation in Coherence: Technological and Institutional Innovation-Enhancing to Enforcement Capacity</u>

129. **Legislative developments that complement enforcement technologies – like eCITES permitting** CITES **systems or other monitoring tools – appear to create synergies and successful broad-based national policy outcomes.** For example, Vietnam (GEF ID 9529), a completed project, successfully strengthened its legal frameworks through a consultative process of participants from national agencies, private partners, local governments, and local communities. The program also addressed prior coordination issues by strengthening the capacity to implement a national crime prevention strategy. As part of this strategy, the project reported that 35 enforcement and conservation agencies deployed SMART tools to monitor and report on poaching and other illegal wildlife activities, and numerous enforcement and conservation officials were trained on other information-sharing platforms to better monitor wildlife.[138]

130. The project in Zimbabwe (GEF ID 9660), which has sought to align its National Development Policies with international commitments (e.g., under the UNFCCC and CBD), achieved success in coordinating some legislative goals with enforcement technologies. At the midterm, the country was on track to approve a wildlife policy act, a key achievement of the project, while making progress on

[136] Ethiopia, MTR, 37; Kenya, MTR, 22; Mali, MTR, 9; Mozambique, MTR, 24-25, 32-33.
[137] Indonesia, MTR, pp.9-10.
[138] Vietnam, TE, 12-15, 29, 38.

implementing and training in its SMART national data collection in project areas to enhance national enforcement and training for community rangers, investigators, border control officers, prosecutors, and judges. The project, however, is behind on several of these aspects, including conducting a survey of animal populations and collecting seizure and arrest data. The MTR notes a gap in policy coherence, mostly related to geography. Specifically, the project cannot influence law enforcement activities outside the project area, where perpetrators may move to avoid effective enforcement. To that end, the MTR notes the importance of creating a national database for better enforcement.[139] Similarly, the project in Kenya (GEF ID 9659) and the Philippines project (GEF ID 9658) made progress in implementing CITES permitting systems in tandem with legislative developments.[140]

131. **Technology and information management tools have also proven useful in creating cohesive anti-poaching policy and enforcement policy synergies, even where it was not in tandem with a project's efforts to develop national legislation or policy**. The project in South Africa (GEF ID 9525) made progress in strengthening national and local institutions through an e-permitting system. Stakeholders in every province were trained on the system, and the project is working to interface the system with a centralized wildlife monitoring system. To boost enforcement, the project in Indonesia (GEF ID 9150) made use of online capabilities through cyber patrols and information and intelligence sharing among key enforcement entities.[141]

132. **Technology has also facilitated coordination among enforcement along the supply chain, resulting in national and international policy coordination**. An example of using technology in cross-border coordination, the project in Mozambique (GEF ID 9158) reported success in training customs officials in CITES to deter cross-border trafficking, consistent with its national strategy. The Philippines project (GEF ID 9658) also made progress in implementing PortMATE, another port monitoring and anti-trafficking assessment tool designed to help reduce maritime trafficking.[142]

*Current and Future Challenges to Coherence*

133. **GWP GEF-6 projects that integrated national Illegal Wildlife Trade (IWT) policies with broader sustainable development goals encountered challenges in achieving both horizontal and vertical integration across multiple policy areas**. Several GWP GEF-6 projects focused specifically on IWT, compared to the GWP GEF-7 and GEF-8 projects that pursued broader-based landscape approaches. Of the GWP GEF-6 projects which included a broader landscape approach, several struggled to integrate the policy goals associated with development, with other anti-IWT efforts.

134. For example, the project in Mozambique (GEF ID 9158), which successfully approved a national strategy and coordination center, saw mixed results due to a lack of simultaneous and complementary investments to develop livelihoods or to enable community conservancies to do so. Similarly, Ethiopia (GEF ID 9157) successfully updated legislation and enhanced enforcement capacity but struggled to reach its target for conservation livelihoods.[143]

[139] Zimbabwe MTR, 9, 13, 18-19.
[140] Kenya MTR, 9; Philippines, PIR 2021, 2-3.
[141] Indonesia, MTR, 21; South Africa, PIR 2023, 22.
[142] Mozambique, MTR, 33; Philippines, PIR 2021, 19.
[143] Ethiopia, MTR, 35; Mozambique, MTR, 8, 33.

135. The project in Botswana (GEF ID 9154) also struggled both to implement a national strategy to combat IWT and to implement a strategy that would promote local conservation through ecotourism and sustainable livelihoods. Challenges with technology investments – including basic data collection and digitization, make further analysis of IWT activity difficult. The MTR noted the failure to increase local participation in combating wildlife crime or collaborate with law enforcement to reduce HWC, a factor that highlights the importance of local communities and community conservancies in promoting broad conservation goals.[144]

136. The project in Tanzania (GEF ID 9156) is a noteworthy success of a broad-based integrated approach. Tanzania developed a national strategy to combat poaching, created a National Task Force with coordination groups to strengthen enforcement capacity, engaged in transboundary cooperation, addressed capacity and equipment gaps, and invested in local communities, sustainable livelihoods, local land scouts, and other conservation enterprises. Mali (GEF ID 9661) also reported success in its sustainable development efforts with a decline in poaching attributed to young community ecoguard volunteers.[145]

137. **Even where a project's policy goals appear well-aligned, conflict, corruption, political insecurity, a lack of financial resources can undercut desired outcomes.** The most striking example is Afghanistan. As of the MTR, submitted in May 2021, Afghanistan (GEF ID 9531) included and made progress toward establishing an Illegal Wildlife Task Force involving a wide range of national ministry representatives, private sector entities, national and international NGOs, and community-based organizations, with the goal of enhancing enforcement, training border police, and countering police corruption contributing to IWT. Nevertheless, the entire project was cancelled in the aftermath of the country's fall to the Taliban in 2021.

138. Mali (GEF ID 9661) also notes challenges in its goals of strengthening anti-poaching units because of security risks and political insecurity. Ethiopia (GEF ID 9157), which achieved success in both legislative and enforcement capacity, nevertheless faces severe underfunding for these initiatives (with poachers likely better equipped and armed than law enforcement).

139. **Lessons learned from GWP GEF-6 informed project goals in GEF-7 and GEF-8 projects.** While addressing policy coherence within the evolved landscape approach, interviewees emphasized the significance of aligning Illegal Wildlife Trade (IWT) efforts with broader land use policies, trade policies, and national and regional crime prevention measures. Despite efforts to innovate within GWP GEF-7 and GEF-8 projects to foster policy synergies, there remains a risk that without the required resources, comprehensive programs, addressing diverse interests, may not be able to integrate the varied actors and agencies into a cohesive policy approach.

140. **Several GWP GEF-7 and GEF-8 projects have been developed to integrate sustainable development and eco-tourism initiatives with efforts to combat wildlife crime. However, these projects often lack clear coordination strategies.**

[144] Botswana, MTR, 28-30.

[145] Tanzania, PIR 2023, 4-15; Mali, PIR 2023.

141. For instance, the project in Cambodia (GEF ID 10483) has ambitious goals related to ecotourism, natural resource development, innovative wildlife monitoring, and law enforcement. Yet, it does not specify how these efforts will be coordinated or how resources will be leveraged to address these issues simultaneously. Similarly, Chad's project (GEF ID 10315) emphasizes the role of local communities in natural resource management but does not clarify their involvement in combating wildlife crime. Angola's project (GEF ID 10505), though still in its early stages, aims to develop climate resilience, biodiversity, and anti-poaching strategies. While it highlights the importance of coordination among various ministries and stakeholders, the project document lacks clarity on how this coordination will be implemented. [146]

142. The wide scope of landscape projects, with their challenges for implementation as presented above, highlight why additional GEF guidance on how to promote policy coherence in the design of GWP projects with a diverse array of goals and stakeholders would be helpful.

### E. Risk Identification

143. **The four risks that were identified most frequently across the three GWP project cycles were: Climate Change; Conflict and Fragility; COVID-19 and Other Zoonotic Diseases (discussed in III.F); and Lack of Human Rights Considerations of Indigenous Peoples**. In addition, as projects continue to embrace WBE there is a risk, already identified by a project, of over-tourism which could potentially increase as the project cycles progress.

*Climate Change*

144. **Child projects in Mozambique (GEF ID 9158), Kenya (GEF ID 9659), and Madagascar (GEF ID 10233) highlight the multifaceted impacts of climate change on vulnerable regions.** Mozambique has faced severe infrastructure damage from cyclones, while Kenya has confronted drought-induced challenges affecting clean drinking water, health, and food security. Mozambique had not anticipated climate change risks other than the occurrence of drought which meant the floods and heavy winds caused by Cyclone Idai in 2019, which severely destroyed both infrastructure and the local economy, as well as necessitating humanitarian assistance to local communities, had not been foreseen as a risk. Given the growing variation in weather brought on by anthropogenic climate change, child projects should expand the breadth of climate change risks they consider and would do well to develop a contingency plan for such situations. In a number of cases, projects highlight climate change as potentially detrimentally impacting implementation, without a detailed explanation of how the risk will be dealt with or, in other cases, the risk that climate change poses is simply considered "beyond the scope of the project".

145. **Suggestions for improved climate resilience via habitat conservation and adaptive management in Kenya (GEF ID 9659) and Madagascar (GEF ID 10233) demonstrate strategies to mitigate climate change impacts and reduce associated risks.** The country project for Kenya stressed how ensuring habitat connectivity and uninterrupted wildlife migration corridors is critical for the ability of wildlife to adapt to climate change. Both the Maasai Mara and the Tsavo ecosystems, the focus areas of the project, have migration corridors, and as such their protection acts as a buffer against the worst effects of climate change on Kenya's biodiversity. Madagascar, enduring cyclones,

[146] *See, e.g.*, Angola Project Documentation, June 2022, 74.

floods, and droughts has suffered substantial damage affecting food security, water supply, and public health. The Madagascar project proposed to introduce climate change projections and habitat models in the development of the national protected areas management plan; reduce non-climate threats for the project areas (poaching and deforestation) that are likely to be exacerbated by climate change; restore forest ecosystems in the project areas as a buffer for climate change impact using local species well-adapted to droughts; and use climate-smart agricultural approaches to improve traditional land use.

146. **Child projects in Afghanistan (GEF ID 9531), Tanzania (GEF ID 9156), and India (GEF ID 9148) utilized proactive approaches to climate resilience planning and adaptation.** Afghanistan focused on contingency planning for extreme climate events, embedding climate variability considerations in project activities. Tanzania addressed negative climate impacts by enhancing local community adaptability, and India recognized the importance of supplementing conservation efforts with climate adaptation strategies. In addition, Bhutan (GEF ID 10234) conducted a climate risk screening in order to identify key risks and implement targeted mitigation strategies, and Namibia (GEF ID 10244), acknowledging the threat of water scarcity, deployed risk management activities focused on reducing human-wildlife conflicts over access to water and developed alternative elephant-friendly water points, as well as working to improve the state of knowledge on the changes in movements and behavior of elephants and lions in response to drought conditions.

*Conflict and Fragility*

147. **Conflict and fragility are critical risks and several GEF projects acknowledge the threat of insecurity and political instability, however, do not always explicitly identify measures to mitigate them.** Despite several GWP GEF projects recognizing the pervasive risks posed by conflict and fragility within IWT initiatives, measures to mitigate these risks are not always explicitly outlined. Key informants noted that risks in GWP GEF projects, particularly those related to conflict and fragility are often an afterthought. This reflects findings in the January 2024 IEO report on GEF-Support in Fragile and Conflict-Affected Situations, which noted that, across all GEF child projects, conflict-related risks are not consistently identified and fragility-related risks are almost never identified.[147] There is a clear need for child projects to develop the ability to adapt to external changes, whether as a result of a conflict situation or another external shock. Interviewees noted that greater flexibility during project implementation would help projects manage risks associated with conflict and fragility.

148. **Some projects have developed mitigation measures in response to an unanticipated rise in political risks, although this process can still result in serious implementation delays.** For example, a project in Ethiopia (GEF ID 9157) planned to use awareness campaigns and ongoing dialogue as a strategy to manage risks associated with conflict. The Philippines project (GEF ID 9658) identified the risk of conflict and planned to mitigate this by building alliances between and among national government agencies, local governments, CSOs, and local communities; strengthening intelligence gathering networks and methods; and to the extent possible, avoiding project activities if threat levels are high. The Mali (GEF ID 9661) project, for instance, had to operate in ongoing conflict and insecurity driven by extremism and terrorism. Mitigation measures were proposed in the form of an

[147] GEF EIO, GEF-Support in Fragile and Conflict-Affected Situations, Evaluation Report No. 151 (Jan. 2024), https://www.thegef.org/sites/default/files/documents/2023-06/EN_GEF_C.64_09_Enhancing%20Policy%20Coherence%20through%20GEF%20Operations_.pdf.

Action Plan which set out measures to address all identified risks during inception and implementation of the project. Only once the action points laid out in the plan were met, could the project team proceed with the launch of the project. Project launch and inception were significantly delayed (supposed to commence in November 2018, actual start date was March 2021) due to reassessment of risks in project areas. Despite the situation, the project has reportedly made commendable progress. Other projects which have suffered, and in some cases been canceled, due to conflict are those in Afghanistan, the Democratic Republic of the Congo, and Ethiopia.

149. In the case of **Madagascar** (GEF ID 10233), the security situation in the project areas was to be monitored and security clearance from UNEP security staff to be obtained before initiating any project activities there. Project staff, partners, and stakeholders were trained and regularly briefed on security and safety measures in the project areas. Likewise, in Afghanistan (GEF ID 9531), before the project was canceled, close contact with local security agencies who had long-standing good relations with local communities in Wakhan District was deemed the correct strategy to undertake.

*Human Rights and Indigenous Peoples*

150. **GWP projects have consistently identified a lack of human rights considerations for Indigenous Peoples and local communities (IPLCs) as a risk.** It is vital to incorporate the rights of IPLCs and avoid a similar situation to the one that occurred in Cameroon (GEF ID 9155) which was put on hold due to a complaint filed by Survival International, on behalf of the local Indigenous community, to UNDP's Social and Environmental Compliance Unit, alleging that the project supported the continued eviction and displacement of the community. The project had to be re-formulated and as of June 2023, the recruitment process for experts was being finalized. Based on interviews, the Environment and Social Framework (ESF) obligation in some cases has not been met and overall, there has been an underassessment of ESF risks to wildlife management and illegal wildlife trade across projects. These projects have a high number of complex and intersecting risks, such as not fully integrating the human rights of IPLCs, therefore the GWP GEF-8 cycle should ensure open conversation and thorough risk assessment. To guarantee the rights of IPLCs, Indonesia's (GEF ID 9150) project employed a proactive approach during project design to incorporate human rights principles which were put in place to ensure that project activities adhered to Indonesian law and international obligations. The inclusion of an ombudsman and a complaint hotline aimed to address concerns related to the restriction of local communities' access to natural resources. Namibia's (GEF ID 10244) project placed strong emphasis on Free, Prior, and Informed Consent consultations, Stakeholder Engagement Plans, and monitoring changes in property rights, while Afghanistan's (GEF ID 9531) project adopted participatory, community-based approaches, aiming to integrate IP's considerations and priorities into the design and implementation of activities.

151. **Other projects highlighted possible risks linked to human rights and IPLCs in the sphere of ecotourism.** Bhutan acknowledged the potential for conflict within communities arising from ecotourism development and thus prepared a tourism business development framework, while Belize recognized possible unintended social and cultural implications on cultural heritage, thereby designing the project to monitor and maintain ongoing and close engagement with participating communities, ensuring the project served their needs and that cultural practices are fully protected. Belize (GEF ID 10241) has Action Plans for Indigenous Peoples, Stakeholder Engagement, and Gender in order to monitor and mitigate unintended consequences. Botswana (GEF ID 9154) and Ecuador

(GEF ID 10304) also highlight the need to consult with IPs with Botswana warning that without consensual collaboration on combating illegal hunting of wildlife, an anti-poaching strategy will not provide lasting and equitable solutions. Ecuador raises the risk of disrespecting cultural heritage and as a consequence, created an IP Plan to guarantee consultation and ensure full and willing participation. In addition, certain projects, such as India's (GEF ID 9148) highlighted the possible human rights violations that could arise from arrests of poachers and stressed that this should be monitored closely.

152. **As GEF GWP projects shift their focus to wildlife-based economies and GEF cycles progress, often through promoting, mostly nature- based tourism, over-tourism may be identified with increasing frequency.** Bhutan's GWP GEF-7 project, which focuses strongly on WBE, stresses the need for sound and robust tourism policies and strategies, as well as ensuring that common standards and guidelines for managing environmental risks are incorporated. Ecotourism has the potential to conserve wildlife and improve livelihoods, however, the risk of environmental degradation through poor-quality or aging infrastructure is significant, and all projects that embrace WBE should guarantee that environmental degradation via over-tourism does not occur.

### F. Stakeholder Engagement

153. As GWP has evolved to include a focus on additional pillars such as human-wildlife conflict and nature-based tourism, new stakeholders and community groups have been involved in child projects. This expansion has coincided with new GEF guidance on stakeholder engagement, gender equality, and environmental and social safeguards. The following section looks at the evolution of three stakeholder groups within GWP: gender, IPLCs, and the private sector.

*Gender*

154. **Reflecting the GEF's ambition to integrate gender perspectives within every project, there has been a concerted effort by GWP to incorporate gender mainstreaming into projects.** Guidance on mainstreaming gender and promoting gender equality is laid out in the GEF's 2017 Policy on Gender Equality and the 2018 Gender Implementation Strategy. The GEF-6 PFD highlighted two areas where there would be a focus on women: a focus on tourism as an alternative to poaching which would create job opportunities for women and demand reduction.[148]

155. The GWP GEF-7 PFD identified Gender Equality and Women's Empowerment as an important element of GWP projects and created an indicator to track the number of direct beneficiaries disaggregated by gender as a co-benefit of GEF investment.[149] The PFD stated that the program would promote female participation in decision-making and conduct analytical work to target investments that strengthen women's control and management of natural resources.[150] The GWP GEF-8 PFD has a separate Gender Analysis which provides a more detailed analysis of how a gender lens can be applied to each component of the program while still acknowledging the limitations of child projects in mitigating complex gender inequalities.[151] It also outlines plans for the program to

[148] GWP GEF-6 PFD, 35.
[149] GWP GEF-7 PFD, 64.
[150] GWP GEF-7 PFD, 64.
[151] GWP GEF-8 PFD, 2-3.

provide gender technical support to child projects to ensure project-wide gender integration.[152] The GWP GEF-8 PFD also mentioned that the GWP gender advisor had conducted a review of gender in child projects to identify best practices, common challenges, gaps, and needs.[153]

156. **The GWP Global Projects have expanded opportunities for training and technical assistance on gender for child projects.** The GWP GEF-6 global project TE suggested that the GWP GEF-7 global project should seek more opportunities to exchange knowledge on gender-responsive outcomes.[154] The GWP GEF-7 global coordination project laid out a gender strategy which involves training, knowledge, and communication efforts that integrate gender considerations.[155] Throughout 2022, the GWP hosted webinars on gender and in March 2023 coordinated a regional training in Latin America and the Caribbean.[156] The GWP GEF-8 global project plans to continue with these webinars and training, provide technical guidance, and develop gender-related knowledge and best practices.[157]

157. **Despite the requirement that all child projects incorporate gender mainstreaming, the focus on gender varies, with certain child projects pursuing innovative approaches.** In practice, some of the most common features of project design related to gender mainstreaming include collecting gender-disaggregated data, creating a gender strategy and action plan, and employing a gender specialist. One notable success in GWP GEF-6 is India's (GEF ID 9148) child project which, according to the MTR, made strong progress on gender equity by investing in women not just as beneficiaries of the project but as agents of change.[158] Through the project, women are able to participate in Biodiversity Management Committees and train as para-taxonomists. Young women specifically were trained as mountaineering and trek guides, which represents a shift in local cultural norms. As the most recent PIR highlighted, women are supported in both economic and social development and their participation and capacity building has led to sensitization of the larger community.[159] Meanwhile, GWP GEF-6 Indonesia has led to the establishment of an all-female conservation volunteer corps in a couple of national parks—an initiative that is planned to be scaled up to the national scale. However, interviews with some female volunteers and staff at national parks reveal challenges related to an underlying gender bias: while volunteers are keen to participate in patrolling activities, they are often assigned to outreach activities instead. Patrolling is often perceived to be an activity reserved for men due to its physically demanding nature.

158. A number of GWP GEF-7 child projects have reported success in involving women in business opportunities and decision-making bodies.[160] One particularly successful example is the creation of a Jaguar Conservation Gender Advisory Group by the Panama (GEF ID 10285) child project, which will become a pilot for the implementation of the National Biodiversity Strategy in Panama. Furthermore, the child project presented its work on gender violence and illegal wildlife trafficking at webinars and

[152] GWP GEF-8 PFD, 5.
[153] GWP GEF-8 PFD, 6.
[154] Global (9211), TE 18.
[155] Global (10647), CEO Endorsement Annex.
[156] GWP GEF-8 PFD, 5.
[157] GWP GEF-8 PFD, 5-6.
[158] India (9148), MTR 9.
[159] India (9148), PIR 2023, 74.
[160] See e.g., Bhutan (10234), PIR 2023, 28; Indonesia (10236), PIR 2023, 43; Democratic Republic of Congo (10242), Belize (10241), PIR 2023, 20.

on a panel with GWP and WWF to highlight the importance of gender mainstreaming. Finally, Panama was selected to host the Regional Workshop on Gender in Jaguar Conservation with Belize and Ecuador.[161] While child projects in GEF-8 have yet to complete individual gender action plans, the global PFD does include mentions of proposed actions. One that stands out is the proposal by Indonesia (GEF ID 11160) to have a dedicated budget for gender interventions including capacity building, behavioral change, and policy and regulatory framework reform. Even with substantial investment by projects in gender mainstreaming, there can still be external challenges**.** The DRC (GEF ID 10242) child project's most recent project implementation report noted that low involvement of women can be attributed to the challenges they face with accessing information, cultural norms, and lack of specific expertise.[162]

*IPLCs*

159. From **GEF-6 to GEF-8, there has been increasing, but still limited, inclusion of IPLCs in GWP projects.** Throughout the GWP GEF-6 child projects, there are limited mentions of the inclusion of IPLCs in project design. Most notable is the project in the Republic of Congo (GEF ID 9700) which had a cleared project component focusing on enhancing the participation of IPLCs in forest management. However, in terms of implementation, numerous midterm reports noted that projects were slow to address risks to IPLCs and lacked indigenous peoples plans.[163] Further, one GWP GEF-6 child project faced a multi-year suspension because of complaints about the failure to meet social and environmental standards as they related to indigenous peoples.

160. **The GWP GEF-7 child projects that have included IPLCs as key stakeholders strive to do so through consultations during project planning, carrying out an indigenous peoples' plan, providing for indigenous voting representation on project boards, and identifying project outcomes indicators specifically focused on IPLCs**. Child projects in Ecuador (GEF ID 10304) and Panama (GEF ID10285) also recognize the unique concerns of Indigenous women and call for special attention to those stakeholders and strengthening their capacity. One of the Malaysia (GEF ID 10597) child project's targets is to strengthen "capacity and partnership with the indigenous community for combating poaching and for rewilding of the Malayan tiger" to "contribute towards stabilization of its population in key habitats."[164] To achieve this outcome, the project listed the relevant IPLCs as key stakeholders, consulted the affected communities during the project preparation phase, and appointed the Indigenous Peoples Network of Malaysia (JOAS) to sit on the project board. The Ecuador (GEF ID 10304) child project also conducted consultations with Indigenous Peoples' organizations during project design and planned to develop an Indigenous Peoples' plan before beginning the project. The project outcomes include targets disaggregated by Indigenous Peoples. Given that there is only one MTR from GWP GEF-7 for review it remains to be seen how successful the projects are in implementing the indigenous peoples plans they designed.

161. **As in GEF-7, a limited number of GWP GEF-8 child projects will engage heavily with IPLCs, and those that do, often do so around human-wildlife conflict issues. A recent GWP survey on Human-Wildlife Conflict perceptions found that IPLCs** were the second most frequently identified

[161] Panama (10285), PIR 2023, 9.
[162] Democratic Republic of Congo (10242), PIR 2023, 17.
[163] Botswana (9154), MTR 45; Ethiopia (9157), MTR 10; Zimbabwe (9660), MTR 8.
[164] Malaysia (10597), Project Document 6.

stakeholder to be affected.[165] The Paraguay (GEF ID 1158) child project plans to cover protected areas and two community Indigenous areas. It lists the Guarani Ñandéva communities of Sirakua and Pykasu, specifically Indigenous women, as key stakeholders that the project will work with to improve their sustainable livelihood within a wildlife-based economy.[166] Accordingly, one of the project outcomes is "the increased capacities of indigenous communities to access economic alternatives and sustainable livelihoods."[167] The Zambia (GEF ID 1154) child project seeks to improve the management of two Game Management Areas, including Kafue flats, and will involve the seven traditional chiefs of the Tonga and Ila Tribes in an advisory board and designing collaboration agreements.[168] As interviewees noted, there continues to be a need to ensure that IPLCs are not excluded by design as a result of perceived challenges in fulfilling obligations, such as free, prior, and informed consent (FPIC). Likewise, continued efforts to engage IPLCs must ensure that the strengthened safeguards put in place by implementing agencies are utilized and effective.

*Private Sector*

162. **There is a noticeable absence of engagement with the private sector in GWP GEF-6 and GEF-7 child projects, with a few exceptions.** For example, in Viet Nam (GEF ID 9529) the private sector participated in consultations during the project's development of national strategies and new legislation on conservation and wildlife crime enforcement. The terminal evaluation for the project noted that engaging with the private sector to potentially leverage financing should be built upon further in the future.[169]

163. **Based on interviews, GWP GEF-7 broadened to address the needs of communities affected by wildlife trafficking which included expanding engagement with the private sector.** The Indonesia project (GEF ID 10236) stands out as it includes an outcome targeted towards increasing the participation of the private sector and communities in wildlife conservation. Specifically, the project aims to engage with the private sector to ensure concessions in establishing wildlife corridors. The most recent PIR did document progress towards this outcome, including the establishment of a memorandum of understanding on wildlife corridors supported by two companies.[170] The Bhutan (GEF ID 10234) child project also has an outcome to build the capacity of numerous stakeholders, including the private sector, to support ecotourism development. Thus far, two industry associations submitted letters of intent to collaborate.

164. **There is a noticeable increase in GWP GEF-8 projects that propose engaging in private-public partnerships as a part of their work.** This reflects the priority outlined as Outcome 3.2 in the parent project which seeks to diversify wildlife conservation financing mechanisms and build public-private-community partnerships.[171] Eswatini, Ethiopia, Guinea, Malawi, the Philippines, and Uganda are listed as projects that will have public-private partnerships. For example, the Guinea (GEF ID 11155)

[165] World Bank Group, "Human Wildlife Conflict: Global perceptions survey data" brief (Nov. 9, 2023), https://www.worldbank.org/en/programs/global-wildlife-program/brief/human-wildlife-conflict-global-policy-and-perception-insights.
[166] GWP GEF-8 PFD, 182.
[167] GWP GEF-8 PFD, 187.
[168] GWP GEF-8 PFD, 239.
[169] Viet Nam (9529), TE 27.
[170] Bhutan (10234), PIR 2023, 40.
[171] GWP GEF-8 PFD, 28.

project will seek to strengthen public-private partnerships by increasing wildlife-based and nature tourism income opportunities. A specific result indicator is the number of partnerships that are established. It is important to note, that certain projects, such as those addressing nature-based tourism, offer easier entry points to engage the private sector and more thought must be given to how to best involve the private sector in other types of projects.

### CONCLUSIONS

165. **The GWP has progressively broadened its scope to include a more comprehensive wildlife conservation and landscape management strategy in GEF-8 WCD IP**. While the anti-illegal wildlife trade (IWT) remains a crucial component in GEF-8 WCD IP, it is either explicitly stated as a project goal or included as a specific component targeting particular outcomes. Unlike GEF-6, which primarily focused on combating IWT, GEF-8 child projects now embrace broader objectives in wildlife conservation and landscape management. Human-wildlife conflict, previously addressed within anti-trafficking efforts, has emerged as a distinct project component in GEF-8, emphasizing the "Coexistence of People and Wildlife across Connected Habitats." This multifaceted approach reflects a growing recognition of the interconnected challenges in wildlife conservation. The GEF-8 GWP is part of the eleven GEF IPs where unlike earlier phases, the participating countries receive financial incentives in addition STAR allocation.

166. **The Program has made progress in promoting effective coordination, managing knowledge for addressing IWT, and adapting to challenges. The global coordination project has facilitated** knowledge sharing across child projects and encouraged networking and partnerships through annual conferences, specialized workshops, field trips, virtual events, trainings, technical events, and webinars. It plays a crucial role in improving collaboration with key partners on issues involving customs, police, and the judiciary. The centralized knowledge management platform established during the GEF-6 phase highlights GWP projects, explores areas of success, and addresses ongoing challenges. This platform continues to be strengthened and utilized in subsequent program phases. The Program has demonstrated adaptability during the pandemic by maintaining coordination and knowledge exchange activities and finding practical solutions to program-level monitoring and reporting challenges. Additionally, it is working to establish a common M&E reporting framework for the GEF-8 Wildlife Conservation and Development Integrated Program (WCD IP).

167. **Reporting on program-level results for the GEF-6 and GEF-7 phases has been challenging due to the limited use of GWP-specific tracking tools and the absence of program level indicators in project results frameworks.** Inconsistent timelines between child and global projects further complicate program-level reporting. These monitoring and evaluation (M&E) challenges are exacerbated by the program's multi-phase structure, with each phase having distinct components and results frameworks, increasing the burden on the global coordination grant. Additionally, several countries and agencies faced significant constraints due to the short timeframes for participating in the recent phase of the program.

168. **There are challenges regarding knowledge management and learning (KM&L) at both the project and program levels, which hinder the ability to capture the program's contributions and additionality.** Valuable insights and lessons seem to be fragmented and lack systematic collection, dissemination, and closure of the global coordination project before it's corresponding child projects**.**

Given the dynamic nature of the GWP, with the potential for repurposing, transfer to new lead agencies, or discontinuation, addressing these issues becomes particularly critical. Moreover, the absence of a centralized knowledge management (KM) framework at the corporate level presents a significant challenge in maintaining continuity of program-level knowledge, especially during transitions or closures. Additionally, the closure of programs or projects often leads to the termination of associated online knowledge repositories and platforms.

169. **The GWP portfolio effectively targets illegal wildlife trade (IWT), with earlier projects more focused on addressing IWT as compared to more recent efforts.** Most projects prioritize IWT, but the emphasis has slightly declined from GEF-6 to GEF-8. Initially, the projects focused on preventing poaching and illegal trade, but later phases have expanded to address other conservation issues like human-wildlife conflict, coexistence, and zoonotic diseases, reflecting the complex nature of wildlife conservation. Efforts to combat wildlife trafficking include enhancing law enforcement, establishing specialized investigation units, equipping anti-poaching brigades, and using advanced technologies. The Program also collaborates with key partners to improve coordination between customs, police, and judiciaries to further support the projects.

170. **Reducing demand for illegal wildlife products across the supply chain remains a challenge because of the GWP's structure that focuses on individual countries**. This is further complicated by political and cultural sensitivities and a lack of financial incentives in GEF-6 and GEF-7, which may have hindered demand reduction efforts. Targeted awareness campaigns and behavior change initiatives have emerged as feasible strategies. Additionally, child projects are increasingly broadening the scope of "demand reduction actions" to include activities such as addressing human-wildlife conflict, fostering collaboration with local communities, and promoting sustainable conservation practices. The GEF-8 WCD IP has introduced behavior change initiatives and financial incentives to prioritize anti-IWT actions, but their implementation in child projects is yet to be seen**.**

171. **Several GWP projects have made strides in addressing and integrating policy coherence despite persistent challenges and in the absence of formal guidance in earlier GWP phases.** Progress has been attained through inclusive collaborations among diverse stakeholders, the establishment and implementation of new laws, reinforcement of existing enforcement mechanisms via national strategies, adoption of technology, and alignment of regional and international policies. Newly developed projects are poised to further invest in national strategies and enforcement units, leverage technology for enforcement and wildlife monitoring, explore avenues for enhancing the integrated involvement of communities, conduct awareness-raising campaigns, and foster cross-border collaborations. Key challenges in ensuring policy coherence relate to the need for collaboration among various entities and stakeholders, aligning priorities across multiple policy areas, and the limited resources available for sustained engagement.

172. **The GEF has taken steps to enhance clarity regarding policy coherence, including the issuance of recent guidance and the establishment of a definition in GEF-8.** Recognizing that there is no one-size-fits-all approach to policy coherence, the guidelines emphasize tailoring country-level programming to individual needs and circumstances and highlights five critical areas of innovation essential to policy coherence: technological, financing, business model, policy, and institutional.

173. **The COVID-19 pandemic has had a significant impact on the Global Wildlife Program (GWP) disrupting implementation in GEF-6 and GEF-7 projects, and influencing the design of the GEF-8 WCD IP.** Particularly noteworthy is how the pandemic has highlighted the crucial links between biodiversity loss, illegal wildlife trade (IWT), and the emergence of zoonotic diseases. This recognition presents an opportunity to develop solutions that address these interconnected challenges concurrently. Moreover, the pandemic's adverse effects on tourism-dependent wildlife-based economies (WBE) serve as a stark reminder of the risks associated with overreliance on this sector. This impact was particularly pronounced in GWP GEF-7 projects with a strong focus on WBEs, which experienced setbacks due to the pandemic's disruption of travel. Building on the COVID-19 experience, GEF-8 WCD IP has integrated "One Health" principles as a means to enhance pandemic preparedness and mitigate zoonotic disease transmission and a diversified approach to livelihoods for wildlife conservation.

174. **Climate Change, Conflict and Fragility, COVID-19 and Other Zoonotic Diseases, and limited Human Rights Considerations for Indigenous Peoples are consistently identified as key risks**. Firstly, climate change presents significant, and increasing, challenges, particularly in regions vulnerable to its effects. Though some projects have strategically prioritized enhancing climate resilience through habitat conservation and adaptive management, others have categorized climate change as “beyond the scope of the project.” Secondly, conflict and fragility pose critical risks to GWP projects. While several GWP projects acknowledge the threat of insecurity and political instability, explicit mitigation measures are not consistently identified across projects. GWP projects have been the most consistent at highlighting the lack of human rights considerations for Indigenous Peoples and local communities (IPLCs) as a recurring risk for projects particularly that focus on eco-tourism and taking corresponding action such as conducting FPIC.

175. **The Global Wildlife Program (GWP) has made strides in advancing gender equality but would benefit from enhanced engagement with Indigenous Peoples, Local Communities (IPLCs), and the private sector to achieve a more inclusive stakeholder approach.** Progress has been made in integrating gender equality across GWP projects, aligning with the GEF's emphasis on mainstreaming gender perspectives. Engagement with IPLCs has shown a gradual increase from GEF-6 to GEF-8. While certain GWP GEF-7 projects effectively involved IPLCs as key stakeholders through consultations, indigenous peoples' plans, project board representation, and targeted outcome indicators, overall engagement remains somewhat limited. A similar approach is anticipated in select GWP GEF-8 projects, particularly those addressing human-wildlife conflict issues. Challenges in IPLC engagement include perceived difficulties in meeting obligations like free, prior, and informed consent (FPIC) and ensuring the effectiveness of strengthened safeguards. With few exceptions, GWP GEF-6 and GEF-7 projects lack collaboration with the private sector. However, GEF-8 WCD IP places an increased emphasis on private sector engagement.

## RECOMMENDATIONS

**Recommendation 1:** The GEF should explore avenues to bolster support for GWP child projects that prioritize enhanced cross-border collaboration on Illegal Wildlife Trade (IWT). This could be achieved by encouraging countries to exchange data and evidence, engage in cross-border wildlife monitoring, and coordinate joint initiatives with other countries.

**Recommendation 2:** The results frameworks and indicators selected in the child projects should be aligned with the program framework document to demonstrate overall program-level effectiveness and additionality. This requires clearly defining roles and responsibilities among the implementing agencies, the GEFSEC, and the lead agency, as well as aligning the global and child project timelines.

**Recommendation 3:** To further strengthen knowledge management in the GWP, the GEF Secretariat should support a knowledge management platform which systematizes the collection and sharing of knowledge across the program phases. This would ensure continuity in knowledge management even when there are changes in program management. Additionally, the coordination grant component and the child projects should be better aligned in timing.

**Recommendation 4:** Conducting comprehensive risk assessments during the design phase, with regular updates throughout the project lifecycle, is essential for the effective and sustainable implementation of the Program. Emphasis should be placed on monitoring risks related to climate change, conflict, fragility, pandemics, unsustainable tourism, and human rights violations.

## ANNEX A: PROJECT RATINGS AND GANTT CHART

This annex provides three tables of the most recent ratings for GWP child projects as of March 2024: GEF-6 projects with available TEs, GEF-6 projects with available 2023 PIRs, and GEF-7 projects with available 2023 PIRs and MTRs. There is also a GANTT chart for GWP GEF-6 and GEF-7.

### GEF-6 Projects with Available TEs as of March 2024

| Country | Project Name | GEF Project ID | Year of TE | Project Objective/ Outcome | Implementation Quality | Likelihood of Sustainability |
|---|---|---|---|---|---|---|
| Republic of Congo | Forest and Economic Diversification Project (formerly Strengthening the Management of Wildlife and Improving Livelihoods in Northern Republic of Congo) | 9700 | 2022 | MS | N/A | N/A |
| Gabon | Wildlife and Human-Elephant Conflict Management | 9212 | 2023 | S | N/A | N/A |
| Global | Coordinate Action and Learning to Combat Wildlife Crime | 9211 | 2021 | S | N/A | N/A |
| Philippines | MSP: Combating Environmental Organized Crime in the Philippines | 9658 | 2022 | MS | MS | Likely |
| Thailand | Combatting Illegal Wildlife Trade, Focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand | 9527 | 2024 | S | S | Moderately Likely |
| Viet Nam | Strengthening Partnerships to Protect Endangered Wildlife in Vietnam | 9529 | 2023 | MS | N/A | N/A |

**GEF-6 projects under implementation as of March 2024**

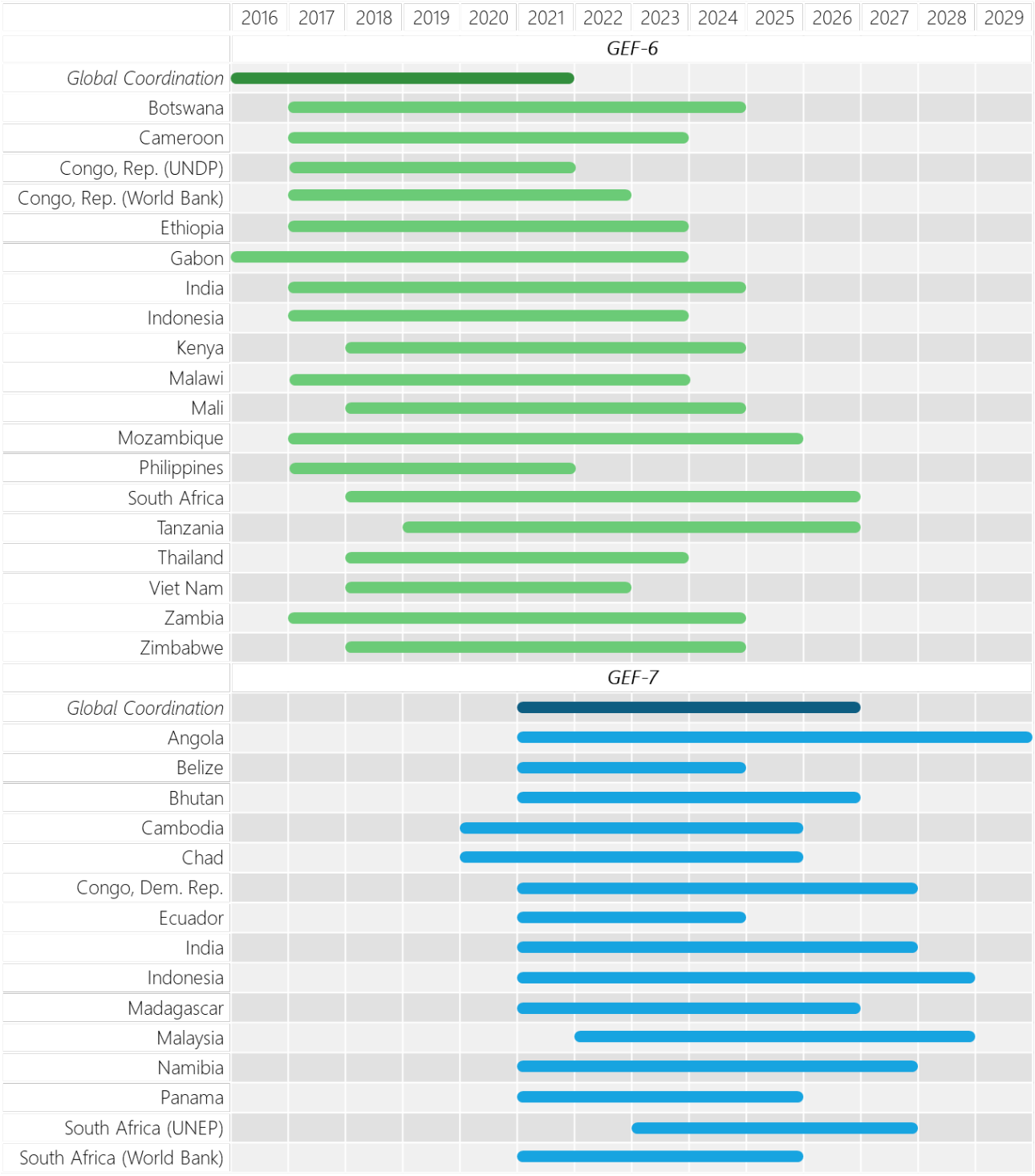
| Country | Project Name | GEF Project ID | Document and Year | Progress Towards Achievement of PDO | Overall Implementation Progress | Likelihood of Sustainability |
|---|---|---|---|---|---|---|
| Botswana | Managing the Human-wildlife Interface to Sustain the Flow of Agro-ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands | 9154 | PIR 2023 | MS | MS | Moderately Unlikely |
| Cameroon | Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon | 9155 | PIR 2023 | U | U | N/A |
| Ethiopia | Enhanced Management and Enforcement of Ethiopia's Protected Areas Estate | 9157 | PIR 2023 | MS | MS | Moderately Unlikely |
| India | Securing Livelihoods, Conservation, Sustainable Use and Restoration of High Range Himalayan Ecosystems (SECURE)Himalayas | 9148 | MTR 2023 | S | MS | Moderately Likely |
| Indonesia | Combatting Illegal and Unsustainable Trade in Endangered Species in Indonesia | 9150 | PIR 2023 | S | S | Moderately Likely |
| Kenya | Combating Poaching and Illegal Wildlife Trafficking in Kenya through an Integrated Approach | 9659 | MTR 2023 | S | MS | Moderately Likely |
| Mali | Mali- Community-based Natural Resource Management that Resolves Conflict, Improves Livelihoods and Restores Ecosystems throughout the Elephant Range | 9661 | MTR 2023 | MU | MU | Unlikely |
| Malawi | Shire Valley Transformation Program - I | 9842 | PIR 2023 | MS | MS | N/A |
| Mozambique | Strengthening the Conservation of Globally Threatened Species in Mozambique through Improving Biodiversity Enforcement and Expanding Community Conservancies around Protected Areas | 9158 | MTR 2023 | S | HS | Moderately Likely |
| South Africa | Strengthening Institutions, Information Management and Monitoring to Reduce the Rate of Illegal Wildlife Trade in South Africa | 9525 | PIR 2023 | S | S | N/A |

| | | | | | | |
|---|---|---|---|---|---|---|
| Tanzania | Combating poaching and the illegal wildlife trade in Tanzania through an integrated approach | 9156 | PIR 2023 | S | MS | N/A |
| Zambia | Zambia Integrated Forest Land Project (ZIFLP) | 9213 | 2023 | MS | MS | N/A |
| Zimbabwe | Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe | 9660 | PIR 2023 | S | S | Moderately Unlikely |

**GEF-7 Projects under implementation as of March 2024**

| Country | Project Name | GEF Project ID | Document Type and Year | Progress Towards Achievement of PDO | Overall Implementation Progress |
|---|---|---|---|---|---|
| Belize | Enhancing jaguar corridors and strongholds through improved management and threat reduction | 10241 | PIR 2023 | MS | MS |
| Bhutan | Mainstreaming Biodiversity Conservation into the Tourism Sector in Bhutan | 10234 | PIR 2023 | MS | MU |
| Cambodia | Additional Financing for the Cambodia Sustainable Landscape and Ecotourism Project | 10483 | MTR 2023 | MS | MS |
| Chad | Albia-Chad Local Development and Adaptation Project | 10315 | PIR 2023 | MS | MS |
| Democratic Republic of Congo | Kabobo- Luama Protected Area Landscape Management | 10242 | PIR 2023 | MU | MU |
| Global | GEF-7 GWP Global Coordination Project | 10647 | PIR 2023 | S | N/A |
| India | Strengthening Conservation and Resilience of Globally-significant Wild Cat Landscapes through a Focus on Small Cat and Leopard Conservation | 10235 | PIR 2023 | MU | MU |
| Indonesia | Catalyzing Optimum Management of Natural Heritage for Sustainability of Endangered Wildlife Species (CONSERVE). | 10236 | PIR 2023 | MS | MU |

| | | | | | |
|---|---|---|---|---|---|
| Madagascar | Sustainable Management of Conservation Areas and Improved Livelihoods to Combat Wildlife Trafficking in Madagascar | 10233 | PIR 2023 | HU | HU |
| Namibia | Integrated Approach to Proactive Management of Human-wildlife Conflict and Wildlife Crime in Hotspot Landscapes in Namibia | 10244 | PIR 2023 | MU | MU |
| Panama | Enhancing jaguar corridors and strongholds through improved management and threat reduction | 10285 | PIR 2023 | HS | S |
| South Africa | Catalyzing Financing and Capacity for the Biodiversity Economy around Protected Areas | 10341 | PIR 2023 | MS | MS |




*Active and financially closed projects only. Start year refers to the CEO Endorsement year. End year refers to the actual/expected closure year, whichever is applicable.*

## ANNEX B: PROJECTS EXAMINED

This annex provides a list of the IWT projects that were examined for this evaluation. Each entry includes information on the GEF Project ID, project title, implementing organization, and project status as of February 2024.

Global Wildlife Program (GWP) and Associated Child Projects

9071 - Global Wildlife Program's 21 Child Projects—Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (PROGRAM) (GEF-6 PFD)—Council Approved

9148 - Securing Livelihoods, Conservation, Sustainable Use and Restoration of High Range Himalayan Ecosystems (SECURE-Himalayas) (India, UNDP)—Under Implementation

9150 - Combatting Illegal and Unsustainable Trade in Endangered Species in Indonesia (Indonesia, UNDP)—Under Implementation

9154 - Managing the Human-wildlife Interface to Sustain the Flow of Agro-ecosystem Services and Prevent Illegal Wildlife Trafficking in the Kgalagadi and Ghanzi Drylands (Botswana, UNDP)—Under Implementation

9155 - Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Cameroon (Cameroon, UNDP)—Under Implementation

9156 - Combating Poaching and the Illegal Wildlife Trade in Tanzania through an Integrated Approach (Tanzania, UNDP)—Under Implementation

9157 - Enhanced Management and Enforcement of Ethiopia's Protected Areas Estate (Ethiopia, UNDP)—Under Implementation

9158 - Strengthening the Conservation of Globally Threatened Species in Mozambique through Improving Biodiversity Enforcement and Expanding Community Conservancies around Protected Areas (Mozambique, UNDP)—Under Implementation

9159 - Integrated and Transboundary Conservation of Biodiversity in the Basins of the Republic of Congo (Republic of Congo, UNDP)—Financially closed (cancelled in March 2021)

9211 - Coordinate Action and Learning to Combat Wildlife Crime (Global, UNDP)—Financially Closed

9212 - Wildlife and Human-elephant Conflicts Management (Gabon, WB)—Project Implemented

9213 - Integrated Forest and Sustainable Land Management Program (ZIFLP) (Zambia, WB)—Under Implementation

9525 - Strengthening Institutions, Information Management and Monitoring to Reduce the Rate of Illegal Wildlife Trade in South Africa (South Africa, UNEP)—Under Implementation

9527 - Combatting Illegal Wildlife Trade, Focusing on Ivory, Rhino Horn, Tiger and Pangolins in Thailand (Thailand, UNDP)—Project Implemented

9529 - Strengthening Partnerships to Protect Globally Significant Endangered Species in Vietnam (Vietnam, WB)—Project Implemented

9531 - Conservation of Snow Leopards and their Critical Ecosystem in Afghanistan (Afghanistan, UNDP)—Cancelled

9658 - Combating Environmental Organized Crime in the Philippines (Philippines, AsDB)—Project Implemented

9659 - Combating Poaching and Illegal Wildlife Trafficking in Kenya through an Integrated Approach (Kenya, UNDP)—Under Implementation

9660 - Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe (Zimbabwe, UNDP)— Under Implementation

9661 - Community-based Natural Resource Management that Resolves Conflict, Improved Livelihoods and Restores Ecosystems throughout the Elephant Range (Mali, UNDP)—Under Implementation

9700 - Strengthening the Management of Wildlife and Improving Livelihoods in Northern Republic of Congo (Republic of Congo, WB)—Financially Closed

9842 - Strengthening Landscape Connectivity and Management to Improve Livelihoods and Conserve Key Biodiversity Areas in Malawi (Malawi, WB)—Under Implementation

10200 - Global Wildlife Program's 19 additional child projects (GEF-7 PFD)—Council Approved

10233 - Sustainable Management of Conservation Areas and Improved Livelihoods to Combat Wildlife Trafficking in Madagascar (Madagascar, UNDP)—Under Implementation

10234 - Mainstreaming Biodiversity Conservation Into the Tourism Sector in Bhutan (Bhutan, UNDP)—Under Implementation

10235 - Strengthening Conservation and Resilience of Globally-significant Wild Cat Landscapes Through a Focus on Small Cat and Leopard Conservation (India, 2 Projects, WWF-US and UNDP)—Under Implementation

10236 - Catalyzing Optimum Management of Natural Heritage for Sustainability of Ecosystem, Resources and Viability of Endangered Wildlife Species (Conserve) (Indonesia, UNDP)—Under Implementation

10241 - Enhancing Jaguar Corridors and Strongholds through Improved Management and Threat Reduction (Belize, UNDP)—Under Implementation

10242 - Kabobo-luama Protected Area Landscape Management (Democratic Republic of Congo, UNDP)—Under Implementation

10244 - Integrated Approach to Proactive Management of Human-wildlife Conflict and Wildlife Crime in Hotspot Landscapes in Namibia (Namibia, UNDP)—Under Implementation

10285 - Conservation of Wildcats and Prey Species Through Public-private Partnerships and Human-jaguar Conflict Management in Panamá (Panamá, UNEP)—Under Implementation

10304 - Integrating Landscape Considerations in Wildlife Conservation, with Emphasis on Jaguars (Ecuador, UNDP)—Under Implementation

10315 - Chad ALBIA – Local Development and Adaptation Project (Chad, WB)—Under Implementation

10341 - Catalyzing Financing and Capacity for the Biodiversity Economy Around Protected Areas (South Africa, UNEP and WB)—Under Implementation

10483 - Additional Financing for the Cambodia Sustainable Landscape and Ecotourism Project (initially titled Enhancing Management of Protected Areas and Promoting Conservation-compatible Enterprises in Targeted Landscapes in the GEF-7 GWP PFD) (Cambodia, WB)—Under Implementation

10505 - Strengthening Climate Resilience and Biodiversity Management in Angola's Conservation Areas (Angola, WB)—CEO Endorsement Cleared

10597 - Building Institutional and Local Capacities to Reduce Wildlife Crime and to Enhance Protection of Iconic Wildlife in Malaysia (Malaysia, UNDP)—Under Implementation

10612 - Reducing Human Wildlife Conflict through an Evidence-based and Integrated Approach in Southern Africa (South Africa, UNEP)—CEO Endorsement Cleared

10613 - Strengthening Governance and Capacity for Combatting Illegal Wildlife Trade in Pakistan (Pakistan, IUCN)—CEO Endorsement Pending

10642 - Improved Management Effectiveness of Gashaka-Gumti and Yankari Protected Areas to Conserve Threatened Wildlife Species, Build a Wildlife Economy and Enhance Community Benefits (Nigeria, UNDP)—Dropped April 2022

10647 - Coordinate Action and Learning to Promote Wildlife Conservation and Crime Prevention for Sustainable Development (Global, WB)—Under implementation

<u>GEF-8 Wildlife Conservation for Development Integrated Program (WCD IP)</u>

11148 - Wildlife Conservation for Development Integrated Program's 15 child projects (GEF-8 PFD) - Council Approved

11149 - Central Region Protected Areas and Landscapes Project (Malawi, WB)–CEO Endorsement Stage

11150 - Transforming wildlife conservation and livelihoods at the landscape scale in Mozambique (TRANSFORM) (Mozambique, UNDP)–CEO Endorsement Stage

11151- Establishment of Big5 Nature Reserve (Eswaniti, UNDP)–CEO Endorsement Stage

11152 - Promoting Integrated Conservation of Wildlife and Landscapes for Sustainable Development" of Ethiopia (Ethiopia, UNDP)–CEO Endorsement Stage

11153 - Advancing Human-Wildlife Conflict Management Effectiveness in Kenya through an integrated approach (Kenya, CI)–CEO Endorsement Stage

11154 - Securing the species, habitat, health, and livelihoods of the Lower Kafue Ecosystem (Zambia, WWF-US)–CEO Endorsement Stage

11155- Protection of wildlife in the Folonigbè reserve through participatory and integrated management (Guinea, UNDP)–CEO Endorsement Stage

11156 - From conflict to coexistence, safeguarding wildlife corridors in Mexico for sustainable development (Mexico, WWF-US)–CEO Endorsement Stage

11157 - Managing The Human Tiger Interface In Nepal (Nepal, WWF-US)–CEO Endorsement Stage

11158 - Conserving the Paraguayan Chaco for the benefit of jaguars and for people (Paraguay, WWF-US)–CEO Endorsement Stage

11159 - Kidepo Landscape Integrated Conservation and Development Project (KLICDP) (Uganda, UNEP)–CEO Endorsement Stage

11160 - Law Enforcement for Sustainable Viable Ecosystems and Biodiversity Resilience through Multi Sectors Engagement (LEVERAGE) (Indonesia, UNDP)–CEO Endorsement Stage

11161 - The Jaguar Corridor (Colombia, UNDP)–CEO Endorsement Stage

11162 - Investing in Wildlife Conservation through Enforcement, Livelihoods and Tourism (WildINVEST) (Philippines, UNDP)–CEO Endorsement Stage

11163 - Tiger recovery in Thailand through prey recovery, forest restoration, and community participation (Thailand, IUCN)–CEO Endorsement Stage

11164 - Global Coordination, Monitoring and Learning Platform for Wildlife Conservation for Development Integrated Program (Global, WB)–CEO Endorsement Stage

## ANNEX C: GEF-FUNDED PROJECTS RELATED TO EFFORTS TO COMBAT ILLEGAL WILDLIFE TRADE

1. **The GEF has supported several projects prior to the GWP and WCD which involve components to combat illegal wildlife trade.** In the Pilot Phase, the GEF collaborated with UNDP to support a wildlife trade management project in Gabon (349). Between GEF-4 and GEF-7, the GEF supported at least 14 projects addressing illegal wildlife (see Table 2). These projects reached countries that do not participate in either GWP or WCD, including Argentina, the Central African Republic, Equatorial Guinea, the Lao People's Democratic Republic, South Sudan, Sudan, and Suriname. In total, these projects received nearly $58.3 million in GEF financing. Among these projects, 3 have reached financial closure and have been validated by the GEF IEO. Only one project, Fighting Against Wildlife Poaching and Illegal Trade in Africa The Case of African Elephants (GEF ID: 5439), obtained an outcome rating in the satisfactory range.

*Table 2: Examples of other GEF-funded projects related to efforts to combat illegal wildlife trade.*

| GEF ID | Project Title | GEF Phase | Lead Agency | Country |
|---|---|---|---|---|
| 3777 | CBSP Sustainable Management of the Wildlife and Bushmeat Sector in Central Africa | GEF - 4 | FAO | Regional |
| 4456 | Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda | GEF - 5 | UNDP | Uganda |
| 5439 | Fighting Against Wildlife Poaching and Illegal Trade in Africa The Case of African Elephants | GEF - 5 | World Bank | Global |
| 5821 | Engaging Policy Makers and the Judiciary to Address Poaching and Illegal Wildlife Trade in Africa | GEF - 5 | UNEP | Regional |
| 9425 | Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan | GEF - 6 | UNDP | Sudan |
| 9437 | Integrated Landscape Management to Secure Nepal's Protected Areas and Critical Corridors | GEF - 6 | WWF-US | Nepal |
| 9551 | Capacity Development in Reducing Illegal Wildlife Trade and Improving Protected Area Management Effectiveness in South Sudan | GEF - 6 | UNEP | South Sudan |
| 9735 | Combating Illegal Wildlife Trade and Human Wildlife Conflict | GEF - 6 | UNEP | Angola |
| 10085 | Mainstreaming biodiversity conservation criteria in sectoral and intersectoral public policies and programs to safeguard threatened wildlife in Argentina | GEF - 7 | UNDP | Argentina |
| 10252 | Strengthening management of protected and productive landscapes in the Surinamese Amazon | GEF - 7 | UNDP | Suriname |
| 10293 | Transforming and scaling up results and lessons learned in the Monte Alen and Rio Campo Landscapes through an inclusive Landscape-scale approach, effective land use planning and promotion of local governance | GEF - 7 | IUCN | Equatorial Guinea |
| 10499 | Lao PDR Landscapes and Livelihoods Project | GEF - 7 | World Bank | Lao PDR |
| 10536 | Protecting priority coastal and marine ecosystems to conserve globally significant Endangered, Threatened, and Protected marine wildlife in southern Mindanao, Philippines | GEF - 7 | UNDP | Philippines |
| 10625 | Collaborative platform for African nature-based tourism enterprises, conservation areas and local communities – a response to COVID-19 | GEF - 7 | WWF-US | Regional |

## ANNEX D: WORKS CITED


Atuo, F.A., et al., *An Assessment of Socio-Economic Drivers of Avian Body Parts in West African Rainforests*, Biological Conservation Vol. 191, 614-622 (2015).

Biggs, D., et al., *Developing a theory of change for a community-based response to illegal wildlife trade*. Conservation Biology 31: 5-12 (2017).

Cervera, L., et al., *Working together towards one goal: Results of the first primate census in western Ecuador,* Primate Conservation 32:49–56 (2018).

Challenger, D., MacMillan, D., *Poaching is more than an enforcement problem,* Conservation Letters, 7(5), 484-494 (2014).

CITES, MIKE (2022), https://cites.org/sites/default/files/documents/E-CoP19-66-05.pdf.

CITES Secretariat, Report on Monitoring the Illegal Killing of Elephants (MIKE), CoP 19 Doc 66.5 (Nov 14-25, 2022).

Convention on Biological Diversity, *Ecuador- Country Profile: Biodiversity Facts*, https://www.cbd.int/countries/profile?country=ec (last visited Mar. 1, 2024).

GEF, GEF-7 Replenishment Programming Directions, GEF/R.7/19 (Apr. 2, 2018).

GEF, GEF-8 Strategic Positioning Framework, GEF/R.08/28 (Mar. 29, 2022), GEF_R.08_28_GEF8_Strategic_Positioning_Framework.pdf (thegef.org).

GEF, *Illegal Wildlife Trade*, https://www.thegef.org/what-we-do/topics/illegal-wildlife-trade, (last visited Feb. 28, 2024).

GEF IEO, Evaluation of the effects of the COVID-19 pandemic on GEF activities, Agenda Item 09, 63rd GEF Council Meeting, (2022).

GEF IEO, Enhancing Policy Coherence Through GEF Operations, GEF/C.64/09 (June 1, 2023), confli

GEF IEO, Review of GEF Projects on Combating Illegal Wildlife Trade (2017).
GEF IEO, The GEF in the Changing Environmental Finance Landscape (OPS6) (2018), https://www.gefieo.org/evaluations/ops6-report.
Global Initiative Against Transnational Organized Crime, *Observatory of Illicit Economies in Eastern and Southern Africa*, 16 Risk Bulletin (Feb.-Mar. 2021), https://globalinitiative.net/wp-content/uploads/2021/03/GITOC-Eastern-and-Southern-Africa-Risk-Bulletin-16.pdf.

Guidelines for the Prevention and Suppression of the Smuggling of Wildlife on Ships Engaged in International Maritime Traffic, FAL.5/Circ.50, (June 1, 2022), https://wwwcdn.imo.org/localresources/en/OurWork/Facilitation/Facilitation/FAL.5-Circ..50.pdf.

Horton, H., *Imports of ivory from hippos, orcas and walruses to be banned in UK*, The Guardian (May 23, 2023), https://www.theguardian.com/environment/2023/may/23/imports-of-ivory-from-hippos-orcas-and-walruses-to-be-banned-in-uk.

Humane Society International, *Breaking: Canada enacts historic ban on elephant ivory and rhino horn trade*, (Nov. 20, 2023), https://www.hsi.org/news-resources/canada-enacts-historic-ban-on-elephant-ivory-and-rhino-horn-trade/.

Illegal Wildlife Trade Projects, *Counter-IWT Projects - Best Practices*, https://illegalwildlifetradeprojects.org/illegal-wildlife-trade/thailand/ (last accessed Mar. 1, 2024).

IUCN, Red List, https://www.iucnredlist.org/.

Keskin, B., et al., *Quantitative investigation of wildlife trafficking supply chains: a review.* Omega Vol. 115, 102780 (2023).

Khalil, Hussein, et al., Declining Ecosystem Health and the Dilution Effect, 6 Scientific Reports 31314 (2016), https://www.nature.com/articles/srep31314#citea.

Kleeman, J., et al., *Priorities of action and research for the protection of biodiversity and ecosystem services in continental Ecuador*, Biological Conservation Vol. 265 (2022).

Kunming-Montreal Global Biodiversity Framework, CBD/COP/DEC/15/4 (2022)

McEvoy, J., et al., *Two sides of the same coin- wildmeat consumption and illegal wildlife trade at the crossroads of Asia,* Biological Conservation Vol. 238, 108197, (2019).

Ogao, E., *Rhino Poaching in Namibia Reaches Record High*, ABC News (Feb. 2, 2023), https://abcnews.go.com/International/namibia-reports-record-rise-rhino-poaching/story?id=96842444.

Roe, D. & Booker, F., *Engaging Local Communities in Tackling Illegal Wildlife Trade: A Synthesis of Approaches and Lessons for Best Practice,* Conservation Science and Practice (May 2019).

Skinner, D., et al., *Local communities: First Line of Defence against Illegal Wildlife Trade (FLoD): Guidance for implementing the FLoD methodology*. IIED and IUCN (2021).

TRAFFIC, *Seizures at Thailand's main airport signal resurgence of wildlife smuggling via air* (July 6, 2022), https://www.traffic.org/news/seizures-at-thailands-main-airport-signal-resurgence-of-wildlife-smuggling-via-air/.

------, *Illegal Wildlife Trade: Enhancing Responses to Wildlife Crime and Illegal Trade*, https://www.traffic.org/about-us/illegal-wildlife-trade/ (last visited Feb. 28, 2024).

UNEP, The Rise of Environmental Crime: A Growing Threat to Natural Resources Peace, Development and Security (2016).

------, *Asia Enforcement Awards winners tackling scourge of transboundary environmental crime* (Nov. 28, 2023), https://www.unep.org/news-and-stories/press-release/asia-enforcement-awards-winners-tackling-scourge-transboundary#:~:text=From%20June%202022%20to%20May,confiscation%20of%203%2C717%20wildlife%20species.

UNEP & International Livestock Research Institute, *Preventing the Next Pandemic: Zoonotic Diseases and How to Break the Chain of Transmission* (2020).

United for Wildlife, *Governments agree new measures to clamp down on financial crime fuelling the illegal wildlife trade*, https://unitedforwildlife.org/news/international-statement-of-principles-announced/ (last accessed Feb. 28, 2024).

U.S. Customs and Border Protection, *Wildlife Trafficking* (last updated Aug. 1, 2023), https://www.cbp.gov/trade/programs-administration/natural-resources-protection/wildlife-trafficking#:~:text=Illegal%20wildlife%20trafficking%20is%20one,or%20pets%20sold%20to%20consumers.

USAID Wildlife Asia, Counter Wildlife Trafficking Digest: Southeast Asia and China, 2020 (Issue IV, May 2021), https://www.usaidrdw.org//resources/reports/inbox/cwt-digest-2020/view.

Wallen, K., Daut, E., *The Challenge and opportunity of behavior change methods and frameworks to reduce demand for illegal wildlife,* Nature Conservation 26:55-75 (2018).

World Bank Group, A Community of Wildlife Conservationists: Staying Engaged in Virtual Times (Mar. 16, 2022), https://www.worldbank.org/en/news/feature/2022/03/16/a-community-of-wildlife-conservationists-staying-engaged-in-virtual-times.

------, Analysis of International Funding to Tackle Illegal Wildlife Trade (2016).

------, Analysis of International Funding to Tackle Illegal Wildlife Trade 2010-2018 (2018), http://appsolutelydigital.com/WildLife/cover.html.

------, Global Wildlife Program Annual Report (2022), https://thedocs.worldbank.org/en/doc/ea1898881f5b2d3404441f22ec91363d-0320072023/original/GWP-Annual-Report-2022-low-res.pdf.

------, "Human Wildlife Conflict: Global perceptions survey data" brief (Nov. 9, 2023), https://www.worldbank.org/en/programs/global-wildlife-program/brief/human-wildlife-conflict-global-policy-and-perception-insights.

------, Lesson Learning at the Global Wildlife Program (GWP) National Project Level (2023), https://thedocs.worldbank.org/en/doc/7fe01ad69ea9c08909e4e1edfeaf33c9-0320072023/original/Lesson-Learning-at-the-Global-Wildlife-Program-GWP-National-Project-Level-31072023-web.pdf.

------, Project Steering Committee Meeting #29 (Feb. 28, 2024) (internal powerpoint presentation)

## ANNEX E: LIST OF INTERVIEW SUBJECTS

**GEF**

| Name | Title, Affiliation |
|---|---|
| Adriana Moreira | Senior Biodiversity Specialist, GEF Secretariat |
| Hannah Fairbank | Senior Biodiversity Specialist, GEF Secretariat |

**GEF Implementing Agency**

| Name | Title, Affiliation |
|---|---|
| Monica Andrade | UNDP |
| Mireya Villacis | UNDP |
| Lisa Farroway | Program Manager, GWP |
| Renae Stenhouse | GEF Executive Coordinator, WWF |
| Doley Tshering | Senior Advisor for Ecosystems and Biodiversity, UNDP |
| Anshuman Saikia | Regional Portfolio Manager, Asia and Oceania, IUCN |
| Monica Zavagli | Country Wildlife Trafficking Specialist, GWP |
| Hasita Bhammar | Environmental Specialist, GWP |
| Priyadarshinee Shrestha | Consultant, UNDP |
| Subrato Paul | Programme Manager NRM and Biodiversity, UNDP |
| Tanuj Nagpal | State Project Officer · UNDP. India |
| Ummed Dhakad | Project Associate, UNDP |
| Ruchi Pant | Head - Climate Adaptation, NRM and Biodiversity · UNDP India |
| Aparna Pandey | State Coordinator, UNDP |
| Umeed Dhakkad | Associate, UNDP |
| Siddharth Nair | Landscape Associate, UNDP |
| Ms Phansiri Winichagoon | Project Manager, UNDP, Thailand |
| Ms Solène Le Doze | Regional Technical Advisor, UNDP |
| Weine Andriyana, | Project coordinator, UNDP |
| Mr. Pratheep Mekatitham | Protected and Conserved Areas Programme Officer, IUCN-Thailand Programme |

**Executing Agency**

| Name | Title, Affiliation |
|---|---|
| Dr. Anak Patanavibul | WCS Director Thailand |
| Angela Reed | Wildlife Conservation Society, Ecuador |
| Galo Zapata Rios | Wildlife Conservation Society, Ecuador |
| Rubén Cueva | Wildlife Conservation Society, Ecuador |

| | |
|---|---|
| Camila Rivadeneira | Wildlife Conservation Society, Ecuador |
| Pamela Arias | Wildlife Conservation Society, Ecuador |
| Sebastian Valdivieso | Wildlife Conservation Society, Ecuador |
| Gabriel Rubio | Wildlife Conservation Society, Ecuador |
| Alexis Kovach | Wildlife Conservation Society, Ecuador |

**Government and Project Staff**

| Name | Title, Affiliation |
|---|---|
| Kumara Wakjira Gemeda | Ethiopian Wildlife Conservation Authority (Ethiopia) |
| Arega Mekonnen | Ethiopian Wildlife Conservation Authority (Ethiopia) |
| Fanuel Kebeda | Ethiopian Wildlife Conservation Authority (Ethiopia) |
| Wayne Erlank | Department of Forestry, Fisheries, and the Environment (South Africa) |
| Candia Leone | Ministry of Tourism, Wildlife and Antiquities (Uganda) |
| Noel Simuusa Muchimba | Ministry of Green Economy & Environment (Zambia) |
| Erastus Kancheya | Department of National Parks and Wildlife (Zambia) |
| Mushokabanji Likulunga | Monitoring & Evaluation Officer (Zambia) |
| Chaka H. Kaumba | Department of National Parks and Wildlife (Zambia) |
| Dr. Sandeep Tambe | Chief Wildlife Warden, Sikkim |
| Dr. Bharat Kumar Pradhan | Scientific / Technical Associate, Sikkim Biodiversity Board |
| Dr. Thinley Bhutia | Joint Director/Project Coordinator at (SARAH), Department of AH/VS, Sikkim |
| Rajat Mishra | Chair, State Biodiversity Board |
| Shivani Pradhan | Joint Director, Forest Department, Sikkim |
| Tenzing | Range Officer, FD, KNP Division. Sikkim |
| Tseten Tashi Bhutia | In-Charge, Resource Recovery CentreYuksam, Sikkim |
| Vinod Mathur | Director, Wildlife Institute of India |
| Sajjad Hussain Mufti | CWLW, CCF, State Nodal on Overall project implementation, key Officer and State Project achievements, Project Director, SECURE Himalaya, Ladakh |
| Tillotama Verma | Director( Former),Wildlife Crime Control Bureau, Government of India |
| H.V. Girisha | Additional Director(Addl. Charge),Wildlife Crime Control Bureau, Government of India |
| Mr. Permsak Kanithachat | Chief of Khao Nang Ram Wildlife Research Station, Thailand |
| Mr. Pratheep Mekatitham | Protected and Conserved Areas Programme Officer, IUCN-Thailand Programme |
| Ms. Kanita Ouitavorn | Chief of Wildlife Forensics Office of DNP, Thailand |
| Dr. Saksit Simcharoen | Tiger Expert , Former head of research, Thailand |
| Mr. Mahasaksakol Somsophab | Chief of Thailand WEN sub-division, Thailand |
| Mr. Narongrit Sookprakarn | Director of the Wildlife Check Points sub-division, Fauna and Flora Protection Division, Thailand |
| Mr. Prasert Sornsathapornkul | Director of Fauna and Flora Protection Division, the national focal point on CITES |

| | |
|---|---|
| Mr. Tarasak Nipanand | Chief of HKK Wildlife Breeding Station, Thailand |
| Mr. Komkrit Pinsai | Team Leader, Chief of Klongyai Wildlife Inspection Office, Trat province, Thailand |
| Mr. Sakda Oomsin | Official,Wildlife Inspection Office, Trat province, Thailand |
| Miss Suthanya Boonchuay | Official,Wildlife Inspection Office, Trat province, Thailand |
| Mr. Wichian Phayakmai | Official,Wildlife Inspection Office, Trat province, Thailand |
| Miss Supaluk Jitprasong | Official,Wildlife Inspection Office, Trat province, Thailand |
| Mr. Boonchey Sukjaren | Official,Wildlife Inspection Office, Trat province, Thailand |
| Mr. Poonsak Charoensuk | Official,Wildlife Inspection Office, Trat province, Thailand |
| Mr. Amphan Suckcharoen | Official,Wildlife Inspection Office, Trat province, Thailand |
| Mr. Kitsanaphon Chabadaeng | Official,Wildlife Inspection Office, Trat province, Thailand |
| Mr. Jeerasak Boonchu | GEF-6 Coordinator of TRAT Demo Site, Thailand |
| Mr. Pakdeepong Charoensil | Deputy Commander Phraya Phichai Base, Royal Thai Navy, Thailand |
| Lieutenant Colonel Mai Rattanayothinarong | Head of Klong Yai Multi-purpose Pier, Port Authority of Thailand |
| Mr. Jirapipat Wattanachokchai | Chairman, Natural Resources and Environment Volunteer Network, Trat province, Thailand |
| Miss Nawawan Phaloi | Dan Noen Sung Village Head, Leading Community Advisory Group, Thailand |
| Mr. Watthana Punchanang | Official, Chanthaburi Wildlife Inspection Office, Thailand |
| Mr. Sophon Ngamaiam | Official, Chanthaburi Wildlife Inspection Office, Thailand |
| Mr. Sarawut Pongphanich | Official, Chanthaburi Wildlife Inspection Office, Thailand |
| Miss Arrirat Punchanang | Official, Chanthaburi Wildlife Inspection Office, Thailand |
| First Lieutenant Mana Praphatmethin | Marine Ranger Forces Company Commander 525, Banlaem, Royal Thai Navy |
| Ms. Nittaya Katekaew | Head of Inspector, Chanthaburi Fishery Inspection Office, Thailand |
| Mr. Amnat Thamnieb | Fishery Biologist, Chanthaburi Fishery Inspection Office, Thailand |
| Mr. Sutep Butla | Livestock Assistant, Chanthaburi Animal Quarantine Stations, Thailand |
| Mr. Wongsakorn Thougtha | Livestock Assistant, Chanthaburi Animal Quarantine Stations, Thailand |
| Mr. Uthen Ouikhamta | Livestock Assistant, Chanthaburi Animal Quarantine Stations, Thailand |
| Mr. Nattapon Nasuan | Chanthaburi Plant Quarantine Stations, Thailand |
| Mr. Sarawut Numtan | Chanthaburi Plant Quarantine Stations, Thailand |
| Palber Turnip | Head of Department- PIC CIWT program Leuser NP, Gunung Leuser National Park, Banda Aceh |
| Yosia Ginting | Staff, Gunung Leuser National Park, Banda Aceh |
| Fitri | Coordinator – Biodiversity conservation, BKSDA North Sumatra, Medan |
| Bagus | Staff, Directorate Gakkum MoEF, Jakarta |
| Jarot | Head of section – PIC CIWT in Bogani Nani, Bogani Nani Wartabone NP, Doloduo |
| Afdal Fuad | Ranger – Training participant for e-learning, West Sumatra Conservation Office, Padang |
| Edina Ginting | Forest Ecosystem specialist, North Sumatra Conservation Office, Medan |
| Paul Aulestia | Ministry of Environment, Water and Ecological Transition of Ecuador(MAATE), Ecuador |

| | |
|---|---|
| Tcnl. Gustavo Javier Rivadeneira Jaramillo | Environmental Protection Unit of the National Police of Ecuador (UPMA) |
| Mayor. Victor Carrera Lasso | Environmental Protection Unit of the National Police of Ecuador (UPMA) |
| Sbte. Melissa Hari | National Unit for the Investigation of Crimes Against the Environment and Nature of the National Police Judicial Investigation Directorate(UN-IDCAN) |
| Tcnl. Kleber Lopez | National Unit for the Investigation of Crimes Against the Environment and Nature of the National Police Judicial Investigation Directorate(UN-IDCAN) |
| Fausto Eduardo Mejia Castro | Proyecto Sistema Nacional de Control Forestal y Vida Silvestre, Ecuador |
| Pablo Wladimir Picerno Toala | Proyecto Sistema Nacional de Control Forestal y Vida Silvestre, Ecuador |

**CSO and IPLC Members**

| Name | Title and Affiliation |
|---|---|
| Chewang Bhutia | Khanchendzonga Conservation Committee (KCC) |
| Members | Eco-Development Committee (EDC) |
| U T Bhutia | Community leader, Khanchendzonga Conservation Committee (KCC) |
| Ugen Lepcha | Chairman, BMC, Heegyathang,Sikkim |
| Volunteers | Himal Rakshaks. Community member, Yuksam, Sikkim |
| Chewang Bhutia | Khanchendzonga Conservation Committee (KCC) |
| Ms. Rosalin Buathong | Representatives, Wildlife-friendly Community (WFC), Thailand |
| Mr. Somsak Maeprasop | Head of Human-Elephant conflict resolution, Thailand |
| Icha | Member, PIMP - Women volunteer ranger, Banda Aceh |
| Fiska | Member, PIMP - Women volunteer ranger, Banda Aceh |
| Mariska | Member, PIMP - Women volunteer ranger, Banda Aceh |
| Fadlun Bonde | Member, PIMP, Toraut |

**ANNEX E: EVALUATION MATRIX**

| Evaluation Question | Sub-Question | Indicator | Information Source / Methodology |
|---|---|---|---|
| 1. **As the GWP has evolved, how is IWT relevant to projects?** | **1.1** Is there an explicit anti-IWT mission in the project's objectives? | **1.1.1** Inclusion of anti-IWT mission at programmatic level<br><br>**1.1.2** Inclusion of anti-IWT mission in child project objective | Review of GWP projects<br>Interviews |
| | | | Review of GWP projects<br>Case studies |
| | **1.2** Are there specific measures for addressing IWT trafficking? | **1.2.1** Inclusion of combating IWT trafficking as a pillar at the programmatic level<br>**1.2.2** Specific measures to address IWT trafficking included in project documents | Review of GWP projects<br><br>Interviews |
| | | | Review of GWP Projects<br><br>Case Studies |
| | **1.3** Are there specific measures for addressing the demand side of IWT? | **1.3.1** Inclusion of demand reduction as a pillar at the programmatic level<br>**1.3.2** Specific measures to address demand reduction in project documents | Review of GWP Projects<br><br>Interviews |
| | | | Review of GWP Projects<br><br>Case Studies |
| **2. What are the different ways that GWP projects monitor** | **2.1** Are projects using a tracking tool for arrests, prosecutions, | **2.1.1** Tracking tool included in project design | Review of GWP projects<br>Case studies |

| | | | |
|---|---|---|---|
| **project progress, particularly as it relates to IWT efforts?** | convictions, penalties, sentences, and seizures? | **2.1.2** Evidence of use of tracking tool in project implementation | Review of GWP Projects |
| | **2.2** Are qualitative techniques used in addition to quantitative measurements in monitoring and evaluation? | **2.2.1** Evidence of use of qualitative techniques in child project M&E | Review of GWP Projects |
| **3. How are GWP projects addressing policy coherence?** | **3.1** Have GWP projects assessed the policy context of their projects? | **3.1.1** Evidence of policy analysis at design stage | Review of GWP projects<br><br>Interviews |
| | **3.2** Have GWP projects analyzed possible incoherent policies? | **3.2.1** Evidence of identified potential policy coherence and incoherence at design stage | Review of GWP Projects |
| | **3.3** Have GWP projects promoted regional frameworks that promote policy coherence? | **3.3.1** Reference to existing regional frameworks in project documents<br>**3.3.2** Working with or through existing regional frameworks during project implementation<br>**3.3.3** Creation of new regional frameworks during project implementation | Review of GWP Projects |
| | | | Review of GWP Projects |
| | | | Review of GWP Projects |
| | **3.4** What is the scope of project engagement with other relevant authorities? | **3.4.1** Number of ministries identified as stakeholders in project design<br>**3.4.2** Evidence of involvement of other relevant authorities during project implementation | Review of GWP Projects |
| | | | Review of GWP Projects |

| | | | |
|---|---|---|---|
| | | | Case Studies |
| **4. How are GWP projects incorporating learning and participating in knowledge sharing, in particular as it relates to IWT?** | **4.1** Are countries and projects engaging with the global coordination grant and associated resources? | **4.1.1** Evidence in reports on the global knowledge grant regarding engagement of child projects and other stakeholders | Review of GEF projects<br>Annual report on GWP global knowledge platform<br>Ratings in MTRs and TEs of global coordination grant<br>Interviews |
| | | **4.1.2** Evidence in child project reports of engaging with the global coordination grant | Review of GEF projects |
| | | **4.1.3** Evidence of staff attending conferences and/or the GWP Annual Meeting | Interviews<br>Annual report of global knowledge platform |
| | **4.2** Are projects incorporating lessons learned from other projects? | **4.2.1** Evidence of implementation of lessons learned | Review of GWP projects |
| **5. What are the ways that GWP projects are assessing and addressing risks?** | **5.1** Were appropriate risks recognized beforehand? | **5.1.1** Completed risk analysis in project design | Review of GWP projects<br>Interviews |
| | **5.2** How have projects addressed risks? | **5.2.1** Analysis of risks throughout project implementation | Review of GWP Projects |
| | | **5.2.2** Evidence of new and innovative approaches to addressing risk | Review of GWP<br><br>Interviews |
| **6. How are GWP projects engaging stakeholders, particularly women, IPLCs, and the private sector?** | **6.1** How does the GWP engage with key stakeholders on a programmatic level? | **6.1.1** Evidence of gender analysis at programmatic level | Review of GWP Projects, including program-level PFDs |

| | | | |
|---|---|---|---|
| | | **6.1.2** Engagement of a gender advisor at programmatic level<br><br>**6.1.3** Evidence of engagement with women, IPLCs, and private sector at the programmatic level | |
| | | | Review of GWP Projects, including program-level PFDs<br>Interviews |
| | | | Review of GWP Projects, including program-level PFDs and global grant activities<br>Interviews |
| | **6.2** How do individual child projects engage with relevant stakeholders? | **6.2.1** Gender analysis at child project level<br><br>**6.2.2** Inclusion of an Indigenous peoples' plan or completion of FPIC<br>**6.2.3** Evidence of child project engagement with women, IPLCs, and private sector | Review of GWP Child Projects |
| | | | Review of GWP Child Projects |
| | | | Review of GWP Child Projects<br><br>Case studies |