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**THIS ACTION IS FUNDED BY THE EUROPEAN UNION**

**ANNEX 18**

to the Commission Implementing Decision on the financing of the multiannual action plan in favour of  
Sub-Saharan Africa for 2022 -2026 Part 2

**Action Document for “NaturAfrica Phase 1”**

**MULTIANNUAL PLAN**

This document constitutes the multiannual work programme in the sense of Article 110(2) of the Financial Regulation, and action plans in the sense of Article 23(2) of [NDICI-Global Europe](#) Regulation.

## 1 SYNOPSIS

### 1.1 Action Summary Table

<b>1. Title CRIS/OPSYS business reference Basic Act</b>	NaturAfrica Phase 1 OPSYS number: ACT-60586 Financed under the Neighbourhood, Development and International Cooperation Instrument ( <a href="#">NDICI-Global Europe</a> )
<b>2. Team Europe Initiative</b>	No
<b>3. Zone benefiting from the action</b>	The action shall be carried out in 6 meta-landscapes (sub-regional windows): <ul style="list-style-type: none"> <li>• Congo Basin Forest ecosystems</li> <li>• Transhumance landscapes in Central Africa</li> <li>• West Africa Forests</li> <li>• Sudano-Sahelian savannahs of West Africa</li> <li>• Eastern Rift savannahs and watersheds</li> <li>• Trans-frontier conservation areas of Southern Africa</li> </ul>
<b>4. Programming document</b>	Multi-annual indicative programme (MIP) for Sub-Sahara Africa 2021-2027
<b>5. Link with relevant MIP(s) objectives / expected results</b>	Priority 3 <i>Green Transition</i> , and in particular Specific Objective 4: Improve biodiversity conservation, sustainable use and governance
<b>PRIORITY AREAS AND SECTOR INFORMATION</b>	
<b>6. Priority Area(s), sectors</b>	<u>Sub-Saharan Africa MIP:</u> <i>Priority area 3: Green Transition</i> <u>DAC sectors</u> 410 General Environment Protection
<b>7. Sustainable Development Goals (SDGs)</b>	Main SDG (1 only): SDG15 (Life on land) Other significant SDGs (up to 9) and where appropriate, targets: <ul style="list-style-type: none"> <li>• SDG2 (Zero hunger)</li> <li>• SDG5 (Gender equality and women’s empowerment)</li> <li>• SDG6 (Clean water)</li> </ul>

	<ul style="list-style-type: none"> <li>• SDG12 (Sustainable Production and Consumption)</li> <li>• SDG13 (Climate action)</li> </ul>			
<b>8 a) DAC code(s)</b>	41030 (Biodiversity) - 100%			
<b>8 b) Main Delivery Channel</b>	Component 1 (landscape level): non-governmental organisations and civil society (20000), public-private partnerships and networks (30000), multilateral organisations (40000) Component 2 (regional governance): multilateral organisations (40000), UN (41000), Private sector institution (60000)			
<b>9. Targets</b>	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input type="checkbox"/> Social inclusion and Human Development <input type="checkbox"/> Gender <input checked="" type="checkbox"/> Biodiversity <input type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
<b>10. Markers (from DAC form)</b>	<b>General policy objective @</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>RIO Convention markers</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Biological diversity @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Combat desertification @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Climate change adaptation @	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>11. Internal markers and Tags</b>	<b>Policy objectives</b>	<b>Not targeted</b>	<b>Significant objective</b>	<b>Principal objective</b>
	Digitalisation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	<input type="checkbox"/>	<input type="checkbox"/>	/
	digital governance	<input type="checkbox"/>	<input type="checkbox"/>	
	digital entrepreneurship	<input type="checkbox"/>	<input type="checkbox"/>	

	digital skills/literacy	<input type="checkbox"/>	<input type="checkbox"/>	
	digital services	<input type="checkbox"/>	<input type="checkbox"/>	
	Connectivity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	digital connectivity	YES	NO	
	energy	<input type="checkbox"/>	<input type="checkbox"/>	
	transport	<input type="checkbox"/>	<input type="checkbox"/>	
	health	<input type="checkbox"/>	<input type="checkbox"/>	
	education and research	<input type="checkbox"/>	<input type="checkbox"/>	
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities @ (methodology for marker and tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BUDGET INFORMATION</b>				
<b>12. Amounts concerned</b>	<p>Budget line(s) (article, item) <u>for year 2022</u>:</p> <p>14.020120 : EUR 23 000 000 (West Africa)</p> <p>14.020121 : EUR 20 000 000 (East &amp; Central Africa)</p> <p>14.020122 : EUR 20 000 000 (Southern Africa)</p> <p>Budget line(s) (article, item) <u>for year 2023</u>:</p> <p>14.020121 : EUR 20 000 000 (East &amp; Central Africa)</p> <p>14.020122 : EUR 13 000 000 (Southern Africa)</p> <p>Budget line(s) (article, item) <u>for year 2024</u>:</p> <p>14.020120 : EUR 18 000 000 (West Africa)</p> <p>14.020121 : EUR 46 000 000 (East &amp; Central Africa)</p> <p>Total estimated cost: EUR 160 000 000</p> <p>Total amount of EU budget contribution: EUR 160 000 000</p> <p>The contribution is for an amount of EUR 63 000 000 from the general budget of the European Union for 2022 and for an amount of EUR 33 000 000 from the general budget of the European Union for 2023 and for an amount of EUR 64 000 000 from the general budget of the European Union for 2024, subject to the availability of appropriations for the respective financial years following the adoption of the relevant annual budget, or as provided for in the system of provisional twelfths.</p>			
<b>MANAGEMENT AND IMPLEMENTATION</b>				
<b>13. Type of financing</b>	<p><b>Direct management</b> through:</p> <ul style="list-style-type: none"> <li>- Grant</li> <li>- Procurement</li> </ul>			

	<b>Indirect management</b> with the entity(ies) to be selected in accordance with the criteria set out in section 4.3.3.
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## 1.2 Summary of the Action

The overall objective of the NaturAfrica initiative is to tackle biodiversity loss through restoring and protecting a network of protected areas and high value ecosystems and promoting the sustainable management of surrounding landscapes whilst creating decent incomes and jobs in green sectors for local populations. Through the financing of the conservation and restoration of natural habitats and ecosystems, and the sustainable management and development of key landscapes, the EU aims also to enhance ecosystem services, including carbon sequestration, soil fertility, water cycle regulation, disaster risk reduction, etc. as well as benefits for the local populations.

The NaturAfrica initiative intends to work in Key Landscapes for Conservation and Development (KLCD) for (i) increasing the conservation of areas with high biodiversity value and high carbon content/capture and developing green economy activities by and for the neighbouring local communities and (ii) improving the inclusive governance of these landscapes to promote/improve territorial planning, reduce conflicts and mobilise payments for ecosystem services (such as results-based climate finance schemes, carbon finance, nature-based financing schemes, etc). The transboundary nature of biological resources, their ecosystems and habitats species and communities call for interventions at regional level through transboundary landscapes. Key transboundary landscapes were identified in six priority regions, following a wide consultation of stakeholders, including national institutions, civil society and the private sector. These regions are representatives of main African habitats with specific challenges each, and include:

- Congo Basin Forest ecosystems (Gabon, Burundi, Cameroon, Congo, Democratic Republic of Congo (DRC), Central African Republic (CAR), Uganda, South Sudan, Rwanda)
- Transhumance landscapes in Central Africa (Chad, CAR, Nigeria, Cameroon)
- West Africa Forests (Burkina Faso, Guinea Conakry, Sierra Leone, Liberia, Ivory Coast, Nigeria)
- Sudano-Sahelian savannahs of West Africa (Burkina Faso, Benin, Mali, Niger, Togo, Ghana, Senegal, Guinea)
- Eastern Rift savannahs and watersheds (Kenya, Ethiopia, South Sudan, Uganda, Tanzania)
- Trans-frontier conservation areas of Southern Africa (Botswana, Zambia, Zimbabwe, Namibia, Malawi, Mozambique, Angola, South Africa).

Relevant green economy activities include renewable energy and sustainable value chains (agriculture, livestock, fisheries, timber/non-timber forest products, tourism, ethical and sustainable fashion and circular industries). The NaturAfrica initiative complements numerous national initiatives that are foreseen in the national programmes within the same transboundary landscapes or expanding the approach to other important national landscapes and altogether, with the contribution of EU Member States (MS), is part of the large NaturAfrica flagship.

This is the first phase of a 2-phased programme with a mid-term evaluation leading to a second phase in 2025. Phase 1 will initiate interventions in key landscapes, building synergies between actors and interventions, and pave the way for consolidation in phase 2.

## 2 RATIONALE

### 2.1 Context

Africa is facing unprecedented biodiversity loss and depletion of natural resources due to the combined effects of overexploitation and illegal extraction allowed by weak governance of natural resources, habitat fragmentation and loss, and climate change. The resulting widespread land degradation undermines the resilience of ecosystems and the communities that depend on their goods and services, and locks poor rural populations into a destructive cycle of increasingly unsustainable land-use practices. Vulnerable groups such as indigenous communities and women (who bear a significant share of the responsibility for farming and food production) are disproportionately affected. Africa therefore faces the triple challenge of preventing biodiversity loss, mitigating and adapting to climate change, and sustainably providing resources for a growing human population.

Sustainable land management (SLM) is critical to addressing this triple challenge. By protecting biodiversity, the central building block of functioning ecosystems, SLM safeguards the ecosystem services (*inter alia* carbon sequestration, soil fertility, water cycle regulation, stocks, and disease regulation) on which sustainable human livelihoods depend and builds resilience to the impacts of climate change. It therefore contributes to achieving Sustainable Development Goals 2 (zero hunger), 5 (gender equality), 6 (water), 12 (green economy), 13 (climate change) and 15 (terrestrial ecosystems).

The overarching aim of NaturAfrica is to adopt an integrated landscape management approach to secure connected, climate resilient and economically viable conservation landscapes for people and nature by: (i) protecting key biodiversity assets through securing ecologically connected landscapes with diverse, healthy, ecologically sustainable and climate resilient ecosystems, (ii) improving the governance and management of natural resources through empowered and resilient rural communities, women, indigenous peoples, and youth, and (iii) unlocking the economic value of the landscapes through a viable, sustainable economy supported by sound land-use planning. NaturAfrica focuses on biodiversity-rich Key Landscapes for Conservation and Development (KLCD) where healthy functioning ecosystems sustain the livelihoods of the communities living within them. KLCDs typically include areas with some form of natural resource protection status (national parks, reserves, wildlife management areas, community and/or private conservancies, etc.) linked by multi-use areas that support green economy opportunities while simultaneously maintaining ecological connectivity.

The NaturAfrica approach is in complete alignment with the EU's strategic approach for biodiversity conservation in Africa (Larger than Elephants<sup>1</sup>). It also aligns with the EU's 'Eight Actionable Priorities for Biodiversity'<sup>2</sup> which places specific emphasis on conserving critical ecosystems, restoring degraded lands and seas, developing sustainable and resilient food systems, ensuring sustainable and safe wildlife use, fully integrating indigenous peoples and local communities, and promoting green investments for biodiversity.

At the European policy level, this action is aligned with the five pillars of the European Consensus on Development (People, Plant, Prosperity, Peace, Partnership)<sup>3</sup>, the European Green Deal<sup>4</sup>, the Comprehensive Strategy for Africa<sup>5</sup> and the EU Biodiversity Strategy 2030<sup>6</sup>. The Action contributes to the implementation of the external dimension of the EU Biodiversity Strategy for 2030 adopted in May 2020, which sets an ambitious agenda to bend the curve of biodiversity loss by addressing all key drivers, and to protect, restore and promote the sustainable use of ecosystems. It also contributes to the implementation of the Gender Action Plan III, in particular by increasing the participation of women and girls in decision-making processes on environment and climate change issues and their participation in the green economy.

In addition, the Global Gateway sets out a new European strategy to boost smart, clean and secure links in digital, energy and transport sectors and to strengthen health, and people to people connectivity, through education and research across the world. It is the EU's contribution to narrowing the global investment gap worldwide, in line with the commitment made in June 2021 by G7 leaders to launch a values-driven, high-standard and transparent infrastructure partnership to meet global infrastructure development needs. The NaturAfrica programme is part of the Global Gateway Africa investment package, as it is identified as a flagship under the green investment section. The flagship was presented at the AU-EU summit of February 2022 as the biodiversity component of the AU-EU Partnership, promoting the integrated management of large landscapes with 3 pillars: (i) conservation of high-biodiversity value ecosystems, (ii) green economy for and by local communities, (iii) inclusive governance at landscape level. Through this action, the EU steps up regional support to partner countries in Africa to achieve the new global targets, fight environmental crime, and tackle the drivers of biodiversity loss. NaturAfrica contributes

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<sup>1</sup> Larger than Elephants. Inputs for an EU strategic approach to wildlife conservation in Africa. European Union, 2015

<sup>2</sup> European Union 2021. Eight actionable priorities for biodiversity. Synthesis of the recommendations of the high level group of experts. [edd2021-biodiversity-hlg-recommendations-synthesis\\_en.pdf \(europa.eu\)](#)

<sup>3</sup> Joint statement by the three institutions (Parliament, Council and Commission) of 2 June 2017

<sup>4</sup> COM(2019) 640 final of 11/12/2019

<sup>5</sup> JOIN(2020) 4 final of 09/03/2020

<sup>6</sup> COM(2020) 380 final of 20/05/2020

also directly to other EU initiatives and commitments such as Forest Partnerships, the EU commitment to climate financing, and the Great Green Wall multi-actor Accelerator (which seeks to facilitate the coordination and collaboration of donors and stakeholders involved in the Great Green Wall Initiative).

At international policy level, the NaturAfrica approach is fully aligned with the UN's Agenda 2030 and its Sustainable Development Goals, as well as the Paris Agreement. There is also close alignment with African regional and domestic policies and priorities. The African Union's Green Recovery Action Plan (AU GRAP) prioritises nature-based solutions and focuses on biodiversity through work on sustainable land management, forestry, oceans and ecotourism. Other relevant AU policies are the AU Sustainable Forest Management Framework and the AU Wildlife Strategy. At the regional level, the Southern African Development Community (SADC) has pioneered the concept of Trans-frontier Conservation Areas (TFCAs) which are founded on the realisation that natural resources that straddle international boundaries are a shared asset with the potential to contribute to the conservation of biodiversity and the welfare and socio-economic development of rural communities and are practical means of demonstrating regional integration. The first transfrontier conservation project in Africa was the Kgalagadi Transfrontier Park (KTP) between South Africa and Botswana (1999). To date this is still the only regional transfrontier park where tourists do not need passport controls to cross national borders if they remain within the park boundaries. In the same year, the SADC Protocol on Wildlife Conservation and Law Enforcement<sup>7</sup> was endorsed by SADC Member States to establish common approaches to conservation and the sustainable use of wildlife resources. Since then, more TFCAs emerged across the SADC region and in 2013, the SADC TFCA Programme<sup>8</sup> was approved to facilitate and support Member States' *"to develop SADC into a functional and integrated network of TFCAs where shared natural resources are sustainably co-managed and conserved to foster socioeconomic development, and regional integration for the benefit"*. Other regional economic communities (REC), including the East Africa Community (EAC), the Economic Community of the Central African States (ECCAS), the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (WAEMU) have, to varying degrees, active policies in the area of natural resource management and recognise the importance of regional and/or transboundary collaboration in this respect. For example, the EAC has a mandate for transboundary coordination on shared environment and natural resources and has made progress on shared water resources (e.g. establishing the Lake Victoria Commission) but has only recently started to make progress on transboundary biodiversity issues with the publication, in 2022, of a new regional wildlife conservation and management policy together with a 50mn Action Plan. In Central Africa, the *Commission des forêts d'Afrique centrale* (COMIFAC) provides technical support to ECCAS on issues relating to biodiversity conservation and forest governance and since 2000 COMIFAC has coordinated the creation of five transboundary protected area complexes. The Congo Basin Forest Partnership (CBFP) also provides a regional multi-stakeholders dialogue platform around key pertinent forest themes and emergency issues affecting long term conservation goals of the Congo Basin ecosystem. No equivalent structure exists in West Africa for regional coordination for the management of shared transboundary natural resources.

Finally at the country level, there is broad alignment of the NaturAfrica approach with National Development Plans, Nationally Determined Contributions, National Biodiversity Strategies and Action Plans, and National Action Programmes on Drought and Desertification, including national commitments for achieving Land Degradation Neutrality (LDN) under the UNCCD<sup>9</sup>.

## 2.2 Problem Analysis

Overexploitation of natural resources is at the heart of biodiversity loss and land degradation in Sub-Saharan Africa (SSA). Indeed, the two are inextricably linked and are both the causes, and consequences, of the environmental crisis affecting all life on land<sup>10</sup>. Factors leading to overexploitation and land degradation are common to all regions of SSA and include: deforestation for agriculture, timber and fuel wood; inappropriate agro-pastoral practices; over-hunting and fishing (including for illegal trafficking); spread of invasive species; relatively rapid population growth particularly in biodiverse-rich ecosystems (e.g. the highlands of the Rift Valley); insecurity of land-tenure; poor land-use planning and poor governance. All are exacerbated by the accelerating rate of climate change.

<sup>7</sup> <https://www.sadc.int/document/protocol-wildlife-conservation-and-law-enforcement-1999>

<sup>8</sup> [https://www.sadc.int/files/8115/8859/1289/J7625\\_GIZ\\_SADC\\_Programme\\_for\\_TFCA\\_English\\_High\\_Res.pdf](https://www.sadc.int/files/8115/8859/1289/J7625_GIZ_SADC_Programme_for_TFCA_English_High_Res.pdf)

<sup>9</sup> <https://www.unccd.int/our-work/country-profiles/voluntary-ldn-targets>

<sup>10</sup> Global Mechanism of the UNCCD and CBD. 2019. Land Degradation Neutrality for Biodiversity Conservation: How healthy land safeguards nature. Technical Report. Bonn, Germany.



The International Union for Conservation of Nature (IUCN) Red List Indices of species survival show steadily deteriorating trends in biodiversity for the past 20 years and reports show that the world is at the edge of a critical mass extinction of species<sup>11</sup>. Africa's freshwater ecosystems and their biodiversity are especially threatened. As regards land degradation SSA has experienced the most severe land degradation worldwide over the past decade and is also the region of the world with the highest rates of poverty<sup>12</sup>. Degradation now affects around 45% of Africa's land area, with 55% of this area at high or very high risk of further degradation<sup>13</sup>, and the effects are disproportionately experienced by vulnerable rural communities whose livelihoods depend to a large extent on the use of natural resources. In particular, women are disproportionately affected by the loss of biodiversity, including because of their limited access to land, and higher poverty prevalence. Furthermore, the loss of biodiversity can also exacerbate gender inequality by increasing the time that women and girls spend collecting fuel, water and food, a time they could dedicate to education or economic activities. The Congo Basin Forest is currently the largest tropical forest net carbon sink, though some studies predict that if global warming continues, it may lose its capacity to sequester carbon in the future.

Lifting vulnerable rural communities out of the poverty trap has proved challenging and is reflected in the fact that the main social indicators (security, health, education) have not progressed at the same pace as the main economic indicators (GDP per capita, income from the exploitation of mineral, hydrocarbon and renewable natural resources, exports, industrialisation, etc). This disconnect is due in large part to poor public and private governance. Linked to this is the fact that rural communities generally have little incentive to adopt sustainable resource-use practices because of insecurity of land tenure and user rights (this is particularly the case for indigenous groups and women), and limited opportunities for developing sustainable green economy livelihood activities. While the legal and regulatory framework for community-based natural resource management (CBNRM) is relatively well developed in several of the Eastern and Southern African countries (as exemplified by the Community Conservancies in Namibia and the new CAMPFIRE legislation in Zimbabwe), land tenure and user rights issues in Central and Western Africa remain a challenge for developing CBNRM.

With expanding human populations and increasingly fragmented natural habitats, rural communities are facing growing levels of human-wildlife conflict (HWC) - crop raiding, livestock predation – which result in deaths of people, livestock and wildlife. This problem is particularly severe in parts of Southern Africa where increasing populations of both elephants and people are leading to high levels of human-elephant conflict. If the costs of co-existing with wildlife are not mitigated, local communities will continue to not support conservation. Conflict between agriculturalists and pastoralists (both semi-nomadic and transhumant) is also increasing, caused by a combination of climate change, expanding agriculture, an exponential increase in livestock numbers and a tendency for pastoralists to travel further and further afield in search of grazing, including into conservation areas. The current trend in transhumance is clearly unsustainable but there is strong resistance (from local authorities, and even from some technical partners) to any idea of fundamentally changing the current way of operating.

The issue of emerging diseases of zoonotic origin is a growing concern. The current Covid pandemic has highlighted the devastating effect that such diseases can have on the economy and social fabric of societies. Wildlife trafficking and illegal logging have proven to be a major threat to ecosystems and society in Africa. Not only does it degrade biodiversity, but it also contributes to corruption and insecurity when (as is increasingly the case) transnational criminal networks are involved.

Finally, biodiversity conservation continues to be a non-priority sector for most African governments, despite political commitments to the contrary, as those national institutions responsible for natural resource conservation and management are systematically underfunded and under-resourced. This has been compounded by the high costs to conservation of protecting high-value species such as rhinoceros and, more recently the impact of the COVID-19 pandemic on the financing sector. For decades international technical and financial partners have tried to meet this shortfall and this has certainly slowed the rate at which biodiversity and ecosystem health is being

<sup>11</sup> IPBES (2018): The IPBES regional assessment report on biodiversity and ecosystem services for Africa. [https://ipbes.net/sites/default/files/africa\\_assessment\\_report\\_20181219\\_0.pdf](https://ipbes.net/sites/default/files/africa_assessment_report_20181219_0.pdf)

<sup>12</sup> E. Nkonya et al. 2016. Economics of land degradation improvement – A global assessment for sustainable development. IFPRI/University of Bonn. DOI 10.1007/978-3-319-19168-3

<sup>13</sup> ELD Initiative & UNEP (2015). The Economics of Land Degradation in Africa: Benefits of Action Outweigh the Costs. Available from [www.eld-initiative.org](http://www.eld-initiative.org).

lost. Indeed, many protected areas would no longer exist if the international community had not intervened. Nevertheless, international support intrinsically falls far short of what is really needed and is often hampered by a stop-start rhythm of investments.

While many of the problems identified above are common to much of Sub-Saharan Africa, there are also regional differences between the six NaturAfrica meta-landscapes. In the West and Central Africa landscapes capacities for protected area (PA) management are generally significantly weaker than in Eastern and Southern Africa as are opportunities for developing nature-based tourism (indeed the two are linked). Insecurity linked to the presence of terrorist groups in West and Central African savannah landscapes is also increasingly affecting the management capacities of PAs and blights the lives of communities living near them. Intense human activities in the savannahs and forests of West Africa have resulted in significant fragmentation of natural habitats and widespread land degradation (exacerbated by climate change) with few areas of natural habitat existing outside of PAs. Livestock raising – and in particular pastoralism - is a predominant and structuring activity in savannah landscapes. In sub-Saharan savannahs of West and Central Africa, increasingly unsustainable transhumance practices, with exponential increase in livestock numbers and increasing geographic range of transhumance, further exacerbates land degradation and is causing increasing levels of conflict between communities. In contrast to the sub-Saharan savannahs and transhumance landscapes, in the Congo basin and the Eastern and Southern Africa landscapes large tracts of natural habitat remain outside of PAs where people and wildlife have to co-exist and where opportunities still exist for developing nature-based economies and better regulate the relation between conservation and economic needs. The forests of the Congo basin are dominated by the industrial logging sector but the selectivity of logging practices (particularly in the Forest Stewardship Council (FSC)-certified concessions) has meant that while forest (and biodiversity) loss is certainly occurring, logging concessions continue to harbour significant levels of biodiversity and are therefore susceptible to bring an important contribution to both conservation and economic development efforts.

**Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:**

The stakeholders most directly concerned by this action are the natural resource users, managers and regulators. Users include farmers, pastoralists, public and private economic actors, civil society organisations, including women and youth representatives, and indigenous people organisations, and the various organisations they have established to support local initiatives and secure access to resources. Conservation managers include national PA management agencies, delegated management operators or concessionaires, community-based organisations involved in conservation activities and their networks. Regulators include international institutions ( Convention on Biological Diversity (CBD), UN Convention to Combat Desertification (UNCCD), Convention on Migratory Species (CMS), United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage, RAMSAR Convention on Wetlands of International Importance etc), regional institutions (e.g. RECs and their technical support structures), and national bodies (Ministries, decentralised authorities and customary local authorities).

Private sector and/or non-governmental organisations can be both users and managers (e.g. leaseholders of tourism or hunting/wildlife management concessions, certified logging/forestry companies, co-management of PAs). In Africa in 2021, 15 governments have established 40 co-management and delegated collaborative management partnerships with 13 NGOs, covering approximately 11.5% of Africa's PA estate.<sup>14</sup>

### 3 DESCRIPTION OF THE ACTION

#### 3.1 Objectives and Expected Outputs

The Overall Objective (Impact) of this action is to reduce biodiversity loss while improving the sustainable quality of life of local communities living in Key Landscapes for Conservation and Development (KLCD) in Sub-Saharan Africa.

<sup>14</sup> Collaborative Management Partnership Toolkit. 2021. World Bank



The Specific Objectives (Outcomes) of this action are to:

1. At landscape level, improve conservation, management and use of biodiversity and ecosystems' goods and services in KLCDs for the benefit of nature and local communities and in particular women, youth and vulnerable populations (indigenous peoples and local communities - IPLC).
2. At regional level, improve cross-border and cross-regional governance for conservation and management of transfrontier KLCDs.

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

Contributing to Outcome (or Specific Objective) 1:

- 1.1 Strengthened capacity for inclusive conservation management, planning and implementation in KLCDs;
- 1.2 Enhanced access to sustainable green economy livelihoods opportunities for all community members in KLCDs;
- 1.3 Strengthened capacity for land-use governance and natural resource management in KLCDs.

Contributing to Outcome (or Specific Objective) 2:

- 2.1 Enhanced access to information on conservation and sustainable use of biodiversity and ecosystems for awareness building, advocacy and participatory decision making;
- 2.2 Increased capacity of natural resource managers for the management of protected areas and natural ecosystems in the region;
- 2.3 Enhanced coordination on policy harmonisation at the regional and landscape levels.

## 3.2 Indicative Activities

Indicative activities related to Output 1.1:

Coordinate conservation activities between the different players within the landscapes. Identify and support gazettement of new PAs and Other Effective Area-based Conservation Measures (OECMs) with focus on connectivity, dispersal areas and other biodiversity-rich areas in the landscape. Promote and support delegated or co-management agreements for PAs and OECMs. Elaborate and implement management and business plans for PAs and OECMs, including wildlife management when relevant. Strengthen capacities for all aspects of management of PAs and OECMs such as equipment, infrastructures, surveillance, monitoring and law enforcement (using tools such as SMART<sup>15</sup> Conservation, Earth Ranger, Integrated Management Effectiveness Tool (IMET), etc and crime scene forensics or judicial follow-up).

Indicative activities related to Output 1.2:

Support for sustainable agro-pastoral practices in the peripheral areas of the KLCDs (agroforestry, agro-ecology, climate-smart agriculture, rangeland/grazing management). Support for forest management, including community forestry and plantations. Develop deforestation-free agricultural and forestry value chains (including non-timber forest products (NTFP) and wildlife when relevant). Support community-based natural resource management (CBNRM) activities, such as green energy projects. Develop nature-based ecotourism. Enhance sustainable use of natural and cultural heritage resources to improve the livelihoods of the communities. Support local community mobilisation, participation and awareness in natural resources management to enable them to realise tangible economic benefits from ecosystem services and the wildlife economy.

Build capacities of micro and small enterprises or cooperatives in the green economy, with a special attention for women and youth. Support public-private-community partnerships between enterprises engaged in green economy in the targeted KLCD. Feasibility studies and support to green economy companies on payments for environmental services. Support measures to improve efficiency of local taxation linked to green economy enterprises. Feasibility studies for job creation specifically dedicated to particularly vulnerable populations (women, youth, indigenous, displaced, elderly, etc).

Indicative activities related to Output 1.3:

Support multi-sectoral and multi-actors platforms for participatory planning and monitoring at landscape and regional level, building on existing sub-national, national and regional mechanisms. Develop and implement

<sup>15</sup> Spatial monitoring and Reporting Tool (<https://smartconservationtools.org>)

prospective and participatory spatial scenarios for land-use planning and natural resource exploitation (with MARXAN-type tools for instance<sup>16</sup>). Support preparation or updating of local development plans (or similar documents) of decentralised jurisdictions in KLCDs. Support formulation and implementation of payment for ecosystems services schemes. Support the development of legal and regulatory frameworks which secure tenure and user rights for local communities. Support and strengthen indigenous governance structures (e.g. community conservancies, communal forests, water user management associations, etc.). Establishment of systems and structures such as grievance mechanisms, in NGOs, companies and decentralised authorities supported in the KLCDs to prevent (or deal with) human rights abuses. Promote fiscal and budgetary transparency of decentralised authorities in KLCDs (e.g. via International Budget Partnership tools<sup>17</sup>). Strengthen the judicial action capacities of civil society organisations active in KLCDs. Facilitate public-private community partnership, private investments and regional cooperation.

The indicative list of proposed landscapes targeted by outputs 1.1, 1.2 and 1.3 during the phase 1 of the programme is provided in Appendix 1. New landscapes may be added later during the second phase.<sup>18</sup>

Indicative activities related to Output 2.1:

Support/develop knowledge sharing platforms, including ensuring links/interactions with the BIOPAMA observatories and the Africa Knowledge Platform (EU Science hub). Support research and data collection. Implement strategic communication / awareness raising campaigns. Organise exchange visits/study tours.

Indicative activities related to Output 2.2:

Train natural resource managers at the various regional training centres (DRC, Cameroon, Rwanda, Tanzania, South Africa). Support and use the PAPACO MOOC training programme<sup>19</sup>. Create and support communities of practice on conservation, green economy development and territorial governance. Organise ad hoc regional workshops to share regional experiences and lessons learned on transboundary NRM.

Indicative activities related to Output 2.3:

Operationalise coordination structures at the sub-regional levels (the 6 meta-landscapes) to ensure coordinated and coherent implementation of programme activities across the landscapes. Foster trans-border cooperation and harmonisation for land-use, support collective action and learning across the meta-landscapes, natural resources management (NRM) monitoring and governance, anti-poaching, tourism development, etc. Harmonise relevant legislation, policies and approaches for cross-border management of natural resources and ensure compliance with protocols and conventions related to the protection and sustainable use of species and ecosystems.

### 3.3 Mainstreaming

Environmental Protection & Climate Change

The Action focuses on biodiversity protection and the conservation of mega landscapes, avoiding land use change and ensuring carbon sequestration in vast areas of forest and grassland ecosystems. It also proposes to improve knowledge and capacities to address the drivers of climate change and biodiversity loss. Further, supporting communities in their sustainable use of goods and services derived from their surrounding ecosystems helps sustaining their livelihoods and safeguards the related natural capital, including productive soil, freshwater, forest products, wildlife, etc. It will directly address and integrate land degradation concerns and solutions within local strategies and plans including sustainable financing (e.g. through payment for ecosystems services mechanisms).

<sup>16</sup> Marxan is a suite of free tools/software designed to help decision makers find good solutions to conservation planning problems <https://marxansolutions.org/>

<sup>17</sup> The International Budget Partnership (IBP) is a global partnership of budget analysts, community organizers, and advocates working to advance public budget systems that work for people, not special interests. <https://internationalbudget.org/about-us/>

<sup>18</sup> Currently possible initiatives for the second phase include Omo-Loelle landscape and support to KWCA in Eastern Africa, Wologizi-Wonegizi and OKKPS in Western Africa, Faro in Transhumance landscape. This will be confirmed during the formulation of Phase 2

<sup>19</sup> Programme on African Protected Areas & Conservation ([PAPACO](#)) [Massive Online Open Course](#) (MOOC)

#### Outcomes of the EIA and SEA screenings

The Action being essentially focused at supporting biological diversity, no further action is required in terms of environmental assessment and the EIA screening classified the action as Category C.

#### Outcome of the CRA (Climate Risk Assessment) screening

The Climate Risk Assessment (CRA) screening underlined that project locations and activities can be potentially affected by natural hazards associated to climate change and be at risk. In the course of implementation, the Action will integrate existing climate risk assessments in order to define impacts on ecosystems and biodiversity (degradation of habitats and ecological conditions), and on livelihoods to local communities notably vulnerable groups (agriculture and fisheries, displacements, damage to local infrastructure). The Action shall also consider the climate risk mitigation capacity of the beneficiary stakeholders including the capacity of implementing partners to effectively monitor and address climate risks.

#### Gender equality and empowerment of women and girls

As per the OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that the action will implement initiatives to empower women and women's organisations in the effort to secure the rights of indigenous people and local communities over natural resources, and considering women play a key role as primary land managers and resource users. Fully integrating women, as actors and beneficiaries, and promoting gender responsiveness will be reflected, where appropriate, in the procedures and practices of the implementing agencies, including those of participating government agencies and partner NGOs. Gender awareness will be increased by promoting gender balance issues among target groups and beneficiaries responsible for project implementation. Wherever feasible, the action will also support the integration of the experiences and concerns of women into the design and implementation of key initiatives through inclusive consultation and planning processes. Gender analysis will also support decision-making processes and gender-responsive indicators and sex-disaggregated data will be privileged.

#### Human Rights

Addressing land governance and tenure issues, as well as improving the overall governance system, by facilitating dialogue between concerned stakeholders and land users, partnerships, inclusiveness, community-based management schemes, etc., are guiding principles of this action and compulsory elements for an integrated landscape management. Preserving biodiversity is increasingly considered as contributing to people's security and rights, in particular in securing the rights of indigenous peoples and local communities over natural resources. Involvement of and benefits for local populations will be one key criterion against which the individual on-the-ground projects will be screened. In conducting all of its target activities and also in working with other partners, either at the regional, national, or local levels, partners should follow the practices of good biodiversity or forest governance principles including transparency, legitimacy, accountability, inclusiveness, fairness, connectivity, and resilience. Finally, the right to food will also be taken into account throughout the action, by addressing the inter-relation between food security, ecosystem management and climate change. Social safeguard systems will be applied based on a community rights-based approach and with Free Prior and Informed Consent (FPIC) and independent grievance mechanisms.

#### Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D0. While disability has not been identified as a significant objective, the action will promote an inclusive approach towards people with disabilities in its communication and participatory activities.

#### Democracy

Democratic participation in the formulation and development of strategies, plans and initiatives notably at the local level is key to ensure all stakeholders' needs are taken into account. The approach to participation will be to ensure that people living in vulnerable situations and minority groups, women and girls, contribute to the development and preparation of activities.

#### Conflict sensitivity, peace and resilience

By regulating and addressing tensions over competing land uses, as well as access to other natural resources, and providing alternative livelihood opportunities that increase human and ecosystem resilience to climate change and other natural disasters and to food security, but also through the management of transboundary ecosystems and protected areas, together with the monitoring of illicit economic activities (illegal logging, wildlife trafficking), the action will contribute to the stability and security of targeted populations, as well as to land-related conflict prevention and management. A conflict sensitive approach would therefore be promoted where appropriate. Finally, the action aims also to reduce human-wildlife conflict issues and to foster local dialogue for negotiated and sustainable natural resource management.

#### Disaster Risk Reduction

Landscape and biodiversity degradation and loss are highly related to the effects of climate change and disasters. The Action will support the ability of KLCDs and related communities to mitigate and respond to the effect of climate related disasters.

### 3.4 Risks and Lessons Learnt

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
Legal and policy	Political reluctance to prioritise natural resource conservation and management (allocation of sufficient resources, devolvement of NR user rights)	Medium	High	Delegated or co-management agreements, which the action will support, provide tangible evidence of the ecological and socio-economic returns of investing in PAs and NRM. The action will support CBNRM models (such as communal conservancies) and will showcase success stories with policy decision makers. Develop innovative sustainable funding systems (payment for ecosystem services, offsets, carbon credits, etc.) to demonstrate the value of biodiversity and ecosystem protection and management.
Governance	Persistent high-level corruption undermines landscape-level governance	Medium	High	Well managed PAs, particularly delegated management models (where the operator has a long-term mandate, transparent accountability, sustainable funding and strong relations with local communities) contributes to buffering the effects of high-level corruption by creating poles of good governance. Work closely with the strongest / most influential economic local actors who have the greatest influence on what happens at the landscape level.
Security	Inter-communal tensions over NR use, human-wildlife conflict and illegal	Medium – High (depending	High	Support peace building activities within CBNRM frameworks (eg conservancies) Develop community-based intelligence and monitoring networks;

	wildlife trade, all create insecurity (loss of ecosystem services; loss of crops, livestock and human lives; spreading corruption)	on meta-landscape)		Establish early-warning systems Apply the latest human-wildlife conflict mitigation methods. Develop synergies with PRADEP (Regional support programme for the development of pastoral economy in West Africa and the Sahel).
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#### Lessons Learnt:

**Well managed Protected Areas can act as poles of development and good governance** within the broader landscape. They harbour the richest biodiversity and the most functional ecosystems and when management is under long-term Collaborative Management Partnerships (CMP), and particularly delegated management agreements, outcomes in terms of conservation, sustainable funding, governance and benefits for local communities are significantly enhanced<sup>20</sup>. The Virunga Foundation, which has a 25-year delegated management agreement for Virunga NP is a particularly good example. By progressively unlocking the full hydro-electric potential of the park the economic outlook for the millions of people who live within a day's walk of the park has been significantly improved. Towns and villages now have clean electricity (in most cases for the first time), hundreds of small businesses have been created, and agricultural value chains are multiplying.

The **Community-Based Natural Resource Management (CBNRM) model**, developed initially in Southern Africa, and successfully replicated in Eastern Africa, has proved to be a good model for incentivising communities to develop sustainable natural resource-based livelihood activities if accompanied by the right level of devolution of authority and responsibility. It contributes to social cohesion, stability and prosperity of the community owned land and its resources. The EU's Sustainable Wildlife Management (SWM) programme<sup>21</sup> provides valuable lessons for community engagement through its Social Safeguards system based on a Community Rights-Based Approach (CRBA) with Free, Prior and Informed Consent (FPIC).

**Reversing land degradation is one of the most effective ways of reducing biodiversity loss** and building climate change resilience. Investing in avoiding land degradation is far more cost effective than restoring degraded land. Returns on taking action to avoid land degradation are estimated at 4 EUR for every EUR invested in restoring degraded land<sup>22</sup>. Investing in KLCDs, where ecosystems are still relatively intact, is therefore a cost-effective way of stopping biodiversity loss and building resilient livelihoods.

**Partnering with the private sector** can greatly enhance the geographic scope of conservation and green development actions within KLCDs. Private sector actors with strong long-term mandates can also contribute to better territorial governance. For example, FSC-certified logging concessions in the Congo basin, which are by far the most influential economic actors in the landscapes, and which harbour much of the Congo basin's biodiversity, are increasingly interested in partnering with conservation actors. There are also a growing number of natural resource-based value chain partnerships across Africa from which valuable lessons can be learned.

**The Trans-frontier Conservation Areas (TFCA) movement**, pioneered in Southern Africa, provides many lessons learned, in particular with respect to institutional mechanisms and processes for achieving cross-border collaboration for issues such as joint surveillance, anti-trafficking, community collaboration, knowledge sharing and tourism development, although there has been a tendency for planning processes to be too top-down. TFCAs make an important contribution to regional integration. Having been recognised by the EAC, a few online exchange meetings have been hosted by the two regional institutions with the coordination of GIZ, IUCN and the Convention for Migratory Species to establish a similar programme and network in the EAC.

**Sustainable funding mechanisms.** Various models of payment for ecosystems services developed in various environments<sup>23</sup> have been shown to bring transformational changes for biodiversity and livelihoods by incentivising

<sup>20</sup> Collaborative Management Partnerships Toolkit. A resource guide to support partnerships that conserve protected areas and promote sustainable and inclusive development. GEF/World Bank. 2021. <https://www.worldbank.org/en/programs/global-wildlife-program/publication/collaborative-management-partnership-toolkit>

<sup>21</sup> <https://www.swm-programme.info/>

<sup>22</sup> [https://www.unccd.int/sites/default/files/relevant-links/2017-01/LDN\\_Country\\_%20Profile\\_Kenya\\_20161016.pdf](https://www.unccd.int/sites/default/files/relevant-links/2017-01/LDN_Country_%20Profile_Kenya_20161016.pdf)

<sup>23</sup> [Improved Grasslands Project](#), Northern Kenya (Northern Rangelands Trust, Native Energy and The Nature Conservancy); [Carbon Projects in the miombo woodlands, Zambia](#) (BioCarbon Partners); [Chyulu Hills, Kenya](#) (Maasai Wilderness Conservation Trust).

communities to invest in sustainable land use practices that enhance socio-economic opportunities, build climate change resilience and protect biodiversity (key pillars of the EU Green Deal). Other emerging models for sustainable funding include payments for ecosystem services, wildlife credits, rhino impact bonds and biodiversity credits<sup>24</sup>.

**Improving governance** is more difficult at the top than at the bottom of the state pyramid. Field-based conservation and development initiatives, operating within an integrated landscape management context with clear, long-term management mandates (community conservancies, delegated PA management operators, concessionaires) have proved successful in improving governance and security at the local level by supporting local governance structures and protecting honest decentralised actors on the ground from the higher levels of the state pyramid.

**Professional skills of NR managers:** Government staff in the natural resources sector are generally severely under-resourced and inadequately trained. As a result, the best trained and motivated people find much more attractive career paths in the private sector/NGO community rather than in government. Investments are needed to develop career paths that incite staff to remain within government institutions.

**Human wildlife conflict (HWC).** With expanding human populations and increasingly fragmented natural habitats, rural communities are facing growing levels of conflict with wildlife (crop raiding, livestock predation, loss of life). If the costs of co-existing with wildlife are not mitigated local communities will not support conservation.

**Emerging diseases.** Covid is but the latest of a series of zoonotic ‘emerging’ diseases<sup>25</sup> whose impact on people and wildlife can be devastating. The One Health approach, in which multiple sectors work together to attain optimal health for people, animals and the environment, is being increasingly adopted by conservation programmes in Africa.

### 3.5 The Intervention Logic

The underlying intervention logic for this action is that if local communities living in biodiversity-rich multi-use KLCDs are empowered to sustainably manage and use natural resources, protected from the adverse impacts of living with wildlife, and habitat integrity and connectivity is maintained, then biodiversity and ecosystem services will be preserved resulting in improved quality of life and resilience for local communities (Overall Objective).

Focusing on trans-frontier KLCDs, the programme will combine interventions at the landscape level to improve the conservation and management of natural resources within the KLCDs (Outcome 1) and at the regional level to strengthen capacities for trans-frontier and cross-regional coordination for conservation and management of shared resources in KLCDs (Outcome 2).

If actions at the landscape level focus on safeguarding the natural capital through improved inclusive protected area management (Output 1.1), the development of community-led natural resource-based green economies outside protected areas (Output 1.2), and the strengthening of territorial governance and mandates (Output 1.3), then the overall conservation and management of natural resources in the KLCDs will be improved (Outcome 1). However, since the KLCDs are trans-border areas the action must also intervene at the transborder and regional level. If governance, coordination and policy harmonisation is strengthened at the regional level (Output 2.3), regional capacities are strengthened (Output 2.2) and information and experiences shared for awareness building and sound decision making then cross-border and regional governance and coordination will be enhanced (Outcome 2).

Outputs 1.1, 1.2 & 1.3 correspond exactly to the three pillars of the integrated landscape approach promoted by the EU’s ‘Larger than Elephants’ strategy document. Under the “conservation pillar” (Output 1.1), actions will ensure that the core biodiversity values of the landscape are safeguarded in perpetuity so that they can continue to provide the ecosystems services on which the future well-being of the rural communities within the landscape (and often, outside as well) depend. Actions to promote and support long-term collaborative management partnerships for the management of PAs will be prioritised because Collaborative Management Partnerships improve conservation and development outcomes. Similarly, actions will be taken to support collaborative efforts between conservation actors, including PA managers, private concessionaires and communities. Under “sustainable development pillar” (Output

<sup>24</sup> Snyman, S. et al. (2021). State of the Wildlife Economy in Africa. African Leadership University, School of Wildlife Conservation, Kigali, Rwanda. <https://sowc.alueducation.com/programs/research/>

<sup>25</sup> For example: Avian influenza virus (H5, H7, H9), Ebola virus, Marburg virus, West Nile virus, Anthrax, Rabies, Simian/Human Immunodeficiency Virus, and many others.



1.2) actions will aim at increasing long-term social and economic benefits for all people flowing from the exploitation of the landscape's natural capital, so that natural resource-dependant rural communities within KLCDs adhere to the principles of conservation and sustainable use. This will be achieved through actions to develop inclusive green economy value chains (ideally in partnership with committed private sector partners), CBRNM initiatives, nature-based tourism development, climate-smart agro-pastoral techniques, revenue generating activities, payment for ecosystems services schemes (e.g. by fire management, grazing management, forest/woodland protection, reforestation, etc), sustainable energy and other initiatives, etc. Under the "governance pillar" (Output 1.3), actions will be taken to collaborate with all stakeholders at the landscape level including private sector operators to foster agreement on land use, in partnership with decentralised government structures, and strengthen territorial governance, cross-border collaboration and security in the KLCDs. Actions that secure and reinforce the user rights of local communities and indigenous people will also be implemented. Indeed, they are much more likely to adopt sustainable natural resource use practices if they know that their rights to benefit from the use of these resources is secure for the long-term. These actions will build on the lessons learned from the community conservancy models of countries in Eastern and Southern Africa, where the legal framework devolves appropriate authority for natural resource use to the communities.

Outputs 2.1, 2.2 & 2.3 are also in full alignment with the Larger than Elephants strategy and will reinforce the global impact of the site-based actions by ensuring that there is an effective process for cross-border and regional dialogue, policy harmonisation and decision making based on shared information and experiences and led by well trained and skilled natural resource managers. The strengths and weaknesses of countries across Africa in the natural resource management sector vary widely, but geographic, economic, political and linguistic factors have resulted in insufficient sharing of ideas and lessons learned, resulting in lost opportunities for good policy and decision making. Actions will therefore be taken at several levels to create strong transboundary and cross-regional coordination structures to maintain the coherence of the NaturAfrica approach (foster trans-border cooperation and harmonisation for participatory land-use planning, NRM governance, combatting wildlife crime, etc) and capitalise on lessons learnt. In the Southern Africa region, for example, the programme will support at the wider regional level the SADC TFCAs network in the area of expertise exchange, capacity building, monitoring and evaluation and policy harmonisation. In addition, targeted training activities will ensure that skills are developed to strengthen regional collaboration for all aspects of natural resource management and green economy development. The capacity of the various regional specialised centres for training in Cameroon, DRC, Rwanda, Tanzania and South Africa will be enhanced to improve initial and continuing development of African natural resource managers and contribute to cross-fertilisation of skills and knowledge between the regional actors. IUCN's highly successful MOOC (Diploma and Masters level training) for natural resource managers will also be supported as it is particularly effective in fostering a regional dynamic for natural resource conservation and management. Other actions to enhance and enrich regional skills will include creating/supporting communities of practice focusing on the three NaturAfrica pillars, as well as ad hoc regional workshops.

### 3.6 Logical Framework Matrix

This indicative logframe constitutes the basis for the monitoring, reporting and evaluation of the intervention.

On the basis of this logframe matrix, a more detailed logframe (or several) may be developed at contracting stage. In case baselines and targets are not available for the action, they should be informed for each indicator at signature of the contract(s) linked to this AD, or in the first progress report at the latest. New columns may be added to set intermediary targets (milestones) for the Output and Outcome indicators whenever it is relevant.

- At inception, the first progress report should include the complete logframe (e.g. including baselines/targets).
- Progress reports should provide an updated logframe with current values for each indicator.
- The final report should enclose the logframe with baseline and final values for each indicator.

The indicative logical framework matrix may evolve during the lifetime of the action depending on the different implementation modalities of this action.

The activities, the expected Outputs and related indicators, targets and baselines included in the logframe matrix may be updated during the implementation of the action, no amendment being required to the Financing Decision.

Results	Results chain (e): Main expected results (maximum 10)	Indicators (e): (at least one indicator per expected result)	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
<b>Impact</b>	To reduce biodiversity loss while improving the sustainable quality of life of local communities living in Key Landscapes for Conservation and Development (KLCD) in Sub-Saharan Africa	1 Improved well-being indices of communities in KLCDs as determined by Basic Necessities Surveys  2 **GERF 1.7 Red List Index - Proportion of species threatened with extinction (disaggregated by amphibians, mammals and birds)	1. Baselines to be determined for each KLCD at inception  2. 41% (amphibians), 26% (mammals), 14% (birds) in 2022	1 To be determined for each KLCD at inception  2 To be determined for each KLCD at inception	1. Basic Necessities Survey data  2. IUCN and BirdLife International reports	<i>Not applicable</i>
<b>Outcome 1</b>	1 At landscape level, improve conservation, management and use of biodiversity and ecosystems' goods and services in KLCDs for the benefit of nature and local communities and in particular women, youth and vulnerable populations	1.1 Scores for conservation area management effectiveness  1.2 Social assessment scores for conservation areas  1.3 # ha of KLCDs where ecosystem health (as measured by vegetation cover and above-ground Carbon) has improved or at least remained stable  1.4 **GERF 1.1 Average income of small-scale food producers, by sex and indigenous status in targeted communities in KLCDs	1.1 Baselines to be determined for each conservation area at inception  1.2 Baselines to be determined for each conservation area at inception  1.3 Baselines to be determined for each conservation area at inception  1.4 Baselines to be determined for each conservation area at inception	1.1 70% improvement in each KLCD  1.2 70% improvement in each KLCD  1.3 To be determined at inception  1.4 To be determined at inception	1.1 IMET evaluations and scores  1.2. SAPA <sup>26</sup> evaluations and scores  1.3 JRC Science hub (Copernicus Global Land Service & eStation)  1.4 Income surveys	Political will for devolved CBNRM  Political support for collaborative management partnerships
<b>Outcome 2</b>	2 At regional level, improve cross-border and cross-regional governance, coordination and capacities for conservation and management of transfrontier KLCDs	2.1 # of trans-frontier agreements for landscape management, biodiversity conservation and natural resource management (inter-government MoUs, agreements, Treaties)	2.1 Baselines to be determined at inception	2.1 To be determined at inception	2.1 Progress reports from the EU-funded intervention	Willingness of all stakeholders to coordinate and cooperate

<sup>26</sup> Social Assessment for Protected and Conserved Areas

<b>Output 1 relating to Outcome 1</b>	1.1 Strengthened capacity for inclusive conservation management planning and implementation in KLCDs	1.1.1 # of collaborative management partnerships for PAs with support of the EU-funded intervention  1.1.2 **GERF 2.9 Areas of terrestrial and freshwater ecosystems under (a) protection with EU support (km2)	1.1.1 To be determined at inception  1.1.2 To be determined at inception	1.1.1 To be determined at inception  1.1.2 To be determined at inception	1.1.1 IMET evaluations & scores  1.1.2 IMET evaluations & scores	
<b>Output 2 relating to Outcome 1</b>	1.2 Enhanced access to sustainable green economy livelihoods opportunities for all community members in KLCDs	1.2.1 # of people with increased training, financial resources, technology or other resources for sustainable and safe food production, sustainable energy, and clean water sources, for family consumption or for productive uses with EU support (disaggregated by sex) (GAP III indicator)  1.2.2 **GERF 2.2 Areas of agricultural and pastoral ecosystems where sustainable management practices have been introduced with EU support (ha)	1.2.1 To be determined at inception  1.2.2 To be determined at inception	1.2.1 To be determined at inception  1.2.2 To be determined at inception	1.2.1 Progress reports from the EU-funded intervention  1.2.2 Progress reports from the EU-funded intervention	
<b>Output 3 relating to Outcome 1</b>	1.3 Strengthened capacity for land-use governance and natural resource management in KLCDs	1.3.1 Surface area (ha) where community-level CBNRM agreements/conventions are being implemented with support of the EU-funded intervention  1.3.2 # of KLCD land-use plans developed through participatory land-use planning with support of the EU-funded intervention	1.3.1 To be determined at inception  1.3.2 To be determined at inception	1.3.1 To be determined at inception  1.3.2 To be determined at inception	1.3.1 Progress reports from the EU-funded intervention  1.3.2 Progress reports from the EU-funded intervention	Existence of appropriate enabling CBNRM legal and regulatory frameworks
<b>Output 1 relating to Outcome 2</b>	2.1 Enhanced access to information on conservation and sustainable use of biodiversity and ecosystems for awareness building, advocacy and participatory decision making	2.1.1 Level of use of Regional Reference Information System (RRIS) with support of the EU-funded intervention  2.1.2 # of awareness-building documents (fact sheets, toolkits, state of conservation reports, surveys, etc...) published annually with support of the EU-funded intervention	2.1.1 To be determined at inception  2.1.2 To be determined at inception	2.1.1 To be determined at inception  2.1.2 To be determined at inception	2.1.1 BIOPAMA regional resource hubs  2.1.2 BIOPAMA regional resource hubs	Willingness of all stakeholders to share data/information
<b>Output 2 relating to Outcome 2</b>	2.2 Increased capacity of natural resource managers for the management of protected areas and natural ecosystems in the region	2.2.1 # of people trained in regional centres of excellence by the EU-funded intervention with increased knowledge	2.2.1 To be determined at inception	2.2.1 To be determined at inception	2.2.1 Progress reports from the EU-funded intervention	Willingness of stakeholders to be trained

		and/or skills in natural resource management (disaggregated by sex)  2.2.2 # of people from targeted KLCDs (disaggregated by sex) completing the EU-supported PAPACO-MOOC training courses	2.2.2 To be determined at inception	2.2.2 To be determined at inception	2.2.2 Reports from PAPACO MOOC M&E system	
<b>Output 3 Relating to Outcome 2</b>	2.3 Enhanced coordination on policy harmonisation at the regional and landscape levels	2.3.1 # of trans-frontier or cross-regional events (meetings, exchange visits, workshops, training events) held annually	2.3.1 To be determined at inception	2.3.1 To be determined at inception	2.3.1 Progress reports from the EU-funded intervention	

## 4 IMPLEMENTATION ARRANGEMENTS

### 4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude simplified financing agreements with partner organisations as follows:

Programme component	Beneficiary
West Africa - West African Forests and Sub-Saharan savannahs landscapes	West African Economic and Monetary Union (WAEMU / UEMOA)
Central Africa - Congo Basin and Transhumance landscapes	Economic Community of Central African States (ECCAS)
Eastern Africa - Eastern Rift Savannahs and Watersheds landscapes	East African Community (EAC)
Southern Africa - Southern African TFCA landscapes	Southern Africa Development Community (SADC)

### 4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 84 months from the date of the entry into force of the financing agreements.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

### 4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures<sup>27</sup>.

#### 4.3.1 Direct Management (Grants)

##### **Grants: (direct management)**

##### 1. Specific Objective 1 – Landscape level interventions

The majority of these interventions will be funded through grants. These are summarised in the Table in Appendix 1.

##### a) Purpose of the grant

Under specific objective 1, to implement site-based actions that contribute to safeguarding biodiversity while ensuring that local communities living in Key Landscapes for Conservation and Development benefit from sustainable use of the goods and services provided by the landscape. Each individual grant may cover different activities, in line with the description provided in section 3.2 and summarised in the table in Appendix 1.

##### b) Type of applicants targeted

<sup>27</sup> [www.sanctionsmap.eu](http://www.sanctionsmap.eu). Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.



The potential applicants will be non-governmental organisations (NGOs), (private) economic operators, public sector operators, local authorities and international (inter-governmental) organisations as defined by Article 156 of the EU Financial Regulation with proven experience of implementing initiatives in the fields of biodiversity conservation, natural resource management and governance and green economy. The Table in Appendix 1 summarises the landscape-level interventions to be implemented by direct management.

## 2. Specific Objective 2 – Regional level interventions

These interventions will be implemented through a mix of direct management (service contracts and grants) and indirect management (by International Organisations and/or Member State organisations). These are summarised in sections 4.3.3 below.

### a) Purpose of the grant

Under specific objective 2, to ensure regional and cross-regional coordination and coherence of programme implementation, including capacity building for trans-border conservation and integration of cross-cutting issues.

### b) Justification of a direct grant

For actions under specific objective 2, under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified by the elements provided in the table below:

Landscape / KLCD	Country	Beneficiary	Justification
<b>Central African Congo Basin Forests</b>			
All Central African countries covered by NaturAfrica Congo Basin meta-landscape	DRC	Agrinatura, in consortium with ERAIFT and EFG	Crisis situation referred to in Article 195(b) Financial Regulation (FR). Also, referring to Article 195(c) FR, Agrinatura has a <i>de facto</i> monopoly by virtue of the fact that, at present, most of the EU support to ERAIFT for training of Central African managers is realised through technical assistance provided by Agrinatura, a consortium of European universities focusing on the establishment of partnerships with well-respected and complementary conservation training institutions on the continent (School of Wildlife Conservation in Rwanda, Southern African Wildlife College in South Africa, and College of African Wildlife Management in Tanzania).
<b>East African Rift savannahs and watersheds</b>			
East African Community transboundary coordination unit	Kenya	IUCN	Referring to Article 195(c) FR, IUCN has a <i>de facto</i> monopoly in terms of exclusive competence in the field of activity and the geographical area by virtue of MoUs with EAC and SADC. Furthermore, IUCN's position as implementer of BIOPAMA and Partner in the Regional Resource Hub, and as an implementer of the USAID/EAC Connect Programme strengthen its claim to "exclusive competence". No other organisation has such a mix of technical skill and regional implementation experience in transboundary networking which is the precise focus of the proposed intervention.

### 4.3.2 Direct Management (Procurement)

In some of the meta-landscapes (i.e. Congo Basin, West African forests and savannas), service contracts may be contracted to provide technical assistance, foster trans-border cooperation and harmonisation of practices, and capitalise on lessons learnt.

In West Africa, a service contract is planned to ensure the coordination of the implementation of the Financing Agreement regrouping the "Savannah AO" and "Forest AO" components.

The launch of the procurement procedure will be initiated with a suspensive clause prior to the adoption of this Decision. This is justified as it enables to benefit from these services from the beginning of the implementation of the Financing Agreement and to allow for an optimal harmonisation and synchronisation of the various other expected secondary commitments.

### 4.3.3 Indirect Management with pillar assessed entities

A part of this action may be implemented in indirect management with different entities. The implementation by these entities entails parts of the specific objective 1 and specific objective 2.

The envisaged entities have been selected using the following the following criteria provided in the table below:

Landscape	Country(ies)	Beneficiary	Nature of the action	Selection criteria
<b>Specific objective 1 – Landscape level</b>				
Greater Nyungwe-Kabira	Rwanda, Burundi	ENABEL	Manage interventions in the landscape (see Appendix 1)	<ul style="list-style-type: none"> <li>Specific experience in the region and the sector. The Great Lakes Region of Albertine Rift is one of Belgium's focal areas for technical cooperation, implemented through ENABEL, with particular focus on rural areas in Rwanda and Burundi and on the Lake Tanganyika basin.</li> <li>Co-financing opportunities.</li> </ul>
Termit Tintouma, Conkouati Douli, Lake Chad-Waza-Logone	Niger, Congo, Chad, Cameroon	AFD	Manage interventions in landscapes where Noé operates as key driver operator, through an exclusive management mandate	<ul style="list-style-type: none"> <li>Specific experience in the region and the sector.</li> <li>Ongoing partnership with Noé.</li> <li>Co-financing opportunities.</li> </ul>
<b>Specific objective 2 – Regional / cross-cutting level</b>				
Congo Basin and Trans-humance landscapes	Central African countries, Chad	GIZ	Technical assistance political support through COMIFAC	<ul style="list-style-type: none"> <li>Specific experience in the region.</li> <li>Specific experience in working with COMIFAC. For the past 2 decades, GIZ has been the major technical and financial partner of COMIFAC (<i>Commission des Forêts d'Afrique Centrale</i>) and CBFP (Congo Basin Forest Partnership), including acting as Facilitator on behalf of the EU for the latter.</li> <li>Co-financing opportunities.</li> </ul>
Southern African TFCA landscapes	Angola, Botswana, Malawi, Mozambique, Namibia, South Africa,	GIZ	Support governance at regional and TFCA level, through SADC TFCA network, with interventions at regional activities (M&E framework, policy harmonization,	<ul style="list-style-type: none"> <li>Specific experience of working with SADC on natural resources management and strengthening the TFCA network.</li> <li>Co-financing opportunities.</li> </ul>

	Zambia, Zimbabwe		exchange of knowledge and experience, etc) and TFCA level (graduation to categories B or A, integrated planning, cross-border collaboration and coordination on e.g. surveillance, tourism routes, payment for ecosystems services schemes, etc).	
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#### 4.3.4 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

##### 1. From direct to indirect management:

Eastern Africa meta-landscape (East African Community transboundary coordination unit):

In case this project cannot be implemented by IUCN as foreseen in table in 4.3.1 due to circumstances outside of the Commission's control, implementation might change to indirect management by a pillar assessed entity, which will be selected by the Commission's services using the following criteria: i) particular expertise in transboundary biodiversity conservation, ii) capacity in terms of coordinating relevant partners and working with Regional Economic Communities.

Western Africa meta-landscape:

In case the WAP component in Burkina Faso cannot be implemented by a private partner as foreseen in appendix 1 due to circumstances outside of the Commission's control, implementation might change to indirect management by a pillar assessed entity. In this case, the following criteria will be used; i) particular expertise in transboundary biodiversity conservation, ii) capacity in terms of coordinating relevant partners and working with Regional Economic Communities.

##### 2. From indirect to direct management:

In case one or more of the projects cannot be implemented by AFD and/or ENABEL as foreseen in table in 4.3.3 due to circumstances outside of the Commission's control, implementation might change to direct management (grants) as described in section 4.3.1. The purpose of the grant is to implement site-based actions that contribute to safeguarding biodiversity while ensuring that local communities living in Key Landscapes for Conservation and Development benefit from sustainable use of the goods and services provided by the landscape. The potential applicants will be non-governmental organisations (NGOs), (private) economic operators, public sector operators, local authorities and international (inter-governmental) organisations as defined by Article 156 of the EU Financial Regulation with proven experience of implementing initiatives in the fields of biodiversity conservation, natural resource management and governance and green economy.

#### 4.4. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

#### 4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)			
	2022	2023	2024	TOTAL
<b>Implementation modalities – cf. Section 4.3</b>				
<b>Western Africa</b>				
<b>Specific Objective / Component 1 –</b> Landscape level in the Guinean Forest meta-landscape, composed of				
Grants (direct management) – cf. section 4.3.1			15 200 000	15 200 000
<b>Specific Objective Component 1 –</b> Landscape level in the WA Sudano-Sahelian savannas meta-landscape, composed of				
Grants (direct management) – cf. section 4.3.1	19 650 000			19 650 000
Indirect management with a Member State Organisation – cf. section 4.3.3	1 000 000			1 000 000
<b>Specific Objective / Component 2 –</b> Regional / cross-cutting level composed of				
Procurement – cf. section 4.3.2	1 850 000		2 300 000	4 150 000
Evaluation, Audit	300 000		300 000	600 000
Contingencies	200 000		200 000	400 000
<b>Central Africa</b>				
<b>Specific Objective / Component 1 –</b> Landscape level in the Congo Basin Forests meta-landscape, composed of				
Grants (direct management) – cf. section 4.3.1	14 000 000		19 000 000	33 000 000
Indirect management with a Member State Organisation – cf. section 4.3.3	1 000 000		4 000 000	5 000 000
<b>Specific Objective / Component 1 –</b> Landscape level, in the Transhumance meta-landscape composed of				
Grants (direct management) – cf. section 4.3.1			13 000 000	13 000 000
Indirect management with a Member State Organisation			1 500 000	1 500 000
<b>Specific Objective / Component 2 –</b> Regional / cross-cutting level composed of				
Grants (direct management) – cf. section 4.3.1	2 000 000		2 500 000	4 500 000
Indirect management with a Member State Organisation – cf. section 4.3.3	1 000 000		500 000	1 500 000
Procurement – cf. section 4.3.2	2 000 000		4 500 000	6 500 000
Evaluation, Audit			500 000	500 000
Contingencies			500 000	500 000
<b>East Africa</b>				

<b>Specific Objective / Component 1</b> - Landscape level in the Eastern Rift Savannas and Watersheds meta-landscapes composed of				
Grants (direct management) – cf. section 4.3.1		17 800 000		17 800 000
<b>Specific Objective / Component 2</b> – Regional / cross-cutting level composed of – cf. section 4.3.3				
Grants (direct management – direct grants) – cf. section 4.3.1		2 000 000		2 000 000
Evaluation, Audit		150 000		150 000
Contingencies		50 000		50 000
<b>Southern Africa</b>				
<b>Specific Objective / Component 1</b> - Landscape level in the Southern Africa TFCAs meta-landscapes composed of				
Grants (direct management) – cf. section 4.3.1	16 000 000	12 800 000		28 800 000
<b>Specific Objective / Component 2</b> - Regional / cross-cutting level composed of				
Indirect management with a Member State Organisation – cf. section 4.3.3	4 000 000			4 000 000
Evaluation, Audit		100 000		100 000
Contingencies		100 000		100 000
<b>Grants</b> – total envelope under section 4.3.1	51 650 000	32 600 000	49 700 000	133 950 000
<b>Procurement</b> – total envelope under section 4.3.2	3 850 000		6 800 000	10 650 000
<b>Evaluation</b> – total envelope under section 5.2	300 000	250 000	800 000	1 350 000
<b>Audit</b> – total envelope under section 5.3				
<b>Contingencies</b>	200 000	150 000	700 000	1 050 000
<b>Totals</b>	<b>63 000 000</b>	<b>33 000 000</b>	<b>64 000 000</b>	<b>160 000 000</b>

An indicative budget per managing EUD is provided in Appendix 2.

#### 4.6 Organisational Set-up and Responsibilities

As referred to in section 2.1, the present NaturAfrica phase 1 action is part of the overall NaturAfrica flagship. The flagship is composed of national and regional programmes funded by the EU and/or the EU Member States which contribute to the same common objective. Some of these local initiatives are established as TEI (e.g. Septentrion Vert in Cameroon, Pact evert et bleu in Comoros...), but other programmes do not meet the requirements to become a formal TEI (Togo, CAR...). Therefore, it was decided to adopt at African, continental level, a **Team Europe approach** without creating a formal Team Europe Initiative. Biannual meetings with MS will be organised to ensure the overall coordination of the NaturAfrica flagship (progress, policy context, dialogue with AUC and RECs).

All projects implemented in partner countries/regions under this action document (components 1 & 2) will be managed by EU Delegations. At regional (and/or national) level, more formal TEIs could be created and will follow the agreed methodology and report accordingly. Therefore, for the 6 sub-regional windows, the organisational set-up will be defined according to the specificities of each window and in accordance with local requirements. Each EU Delegation responsible for sub-regional projects will participate in the decision-making

and strategic bodies, to be determined by the sub-regional levels (e.g. implementation, oversight and steering committees/bodies for each Regional Economic Communities with the concerned EUDs).

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

## 5 PERFORMANCE MEASUREMENT

### 5.1 Monitoring and Reporting

With regard to the nature of the action, performance monitoring and reporting will be carried out for each sub-regional project of component 1 and component 2 individually. Specific modalities for each of them (indicators, targets and assumptions) will be defined in the respective contracts/agreements and during the inception phases, in a way that will provide inputs for the performance monitoring of the action globally.

The day-to-day technical and financial monitoring of the implementation of each sub-regional component of the action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partners shall establish a permanent internal, technical and financial monitoring system for the national/sub-regional project/global component and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the sub-regional components, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the log frame matrix. SDGs indicators and, if applicable, any jointly agreed indicators, such as for instance the Joint Programming document, should be taken into account. Indicators shall also be disaggregated at least by sex. All monitoring and reporting shall assess how the different components are taking into account the human rights-based approach and gender equality. Indicators shall also be disaggregated at least by sex. All monitoring and reporting shall assess how the different components are taking into account the human rights-based approach and gender equality.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

### 5.2 Evaluation

Having regard to the nature of the action, evaluations will be carried out as appropriate for each sub-regional component of the action individually. The evaluation modalities will be adapted to the particular situation of each sub-regional component and will be defined in individual contracts. In case a mid-term evaluation is foreseen, it will be carried out for problem solving and learning purposes, in particular with the intention to share lessons learnt with other components of the action, and to assess the needs for the second phase of the action.

In case a final or ex-post evaluation is foreseen, it will be carried out for accountability and learning purposes at various levels (including for policy revision). In case an evaluation is not foreseen, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

Where an evaluation is foreseen and is to be contracted by the Commission, the Commission shall inform the implementing partner at least three months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate apply the necessary adjustments.



The evaluations shall include assessments to what extent the components are considering the human rights-based approach as well as how they contribute to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

Evaluation services may be contracted under a framework contract.

### 5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

## 6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

It will remain a contractual obligation for all entities implementing EU-funded external actions to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. This obligation will continue to apply equally, regardless of whether the actions concerned are implemented by the Commission, partner countries, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU member states.

However, action documents for specific sector programmes are in principle no longer required to include a provision for communication and visibility actions promoting the programmes concerned. These resources will instead be consolidated in cooperation facilities established by support measure action documents, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national/regional scale.

## Appendix 1: INDICATIVE KEY LANDSCAPES FOR INTERVENTION

Landscape / KLCD	Country / Subregion	Project	Desired modality	Year of commitment
Central African Congo Basin Forests				
Coastal Forests (KLCD CAF_04) #	Gabon	Integrated management <sup>28</sup> of the coastal forests in Loango and/or Moukalaba and/or Mayumba National Park and its periphery (containing FSC-certified logging concession and tourism concession area.	Direct management (grant)	2022
	Congo	Integrated management of the coastal forests in Conkouati-Douli NP and its periphery.	Indirect management (MS organisation - AFD)	2022
TRIDOM Cameroon-Gabon (KLCD CAF_03) #	Cameroon	Integrated management of the Dja Wildlife Reserve and its immediate periphery.	Direct management (grant)	2022
	Cameroon, Gabon	Integrated management of the Gabon and Cameroonian section of the vast Trinational Dja Odzala Minkebe (TRIDOM) transboundary forest landscape containing protected areas, FSC-certified logging concessions and communal forests.	Direct management (grant)	2022
	Gabon	Integrated management of the forests in Lopé and/or Ivindo and/or Mwagna National Park and its periphery, in the Gabon section of the TRIDOM KLCD.	Direct management (grant)	2022
GREATER TNS (KLCD CAF_03) #	Congo	Integrated management of Odzala-Kokoua NP, and the contiguous Ngombe FSC-certified logging concession in the Congo section of the TRIDOM KLCD.	Direct management (grant)	2022
	Congo	Integrated management of Nouabale-Ndoki NP (the Congolese part of the Tri National Sangha – TNS – World Heritage Site) and the contiguous Pokola and Kabo FSC-certified logging concessions.	Direct management (grant)	2022
	CAR, Cameroon	Integrated management of the mosaic of forested management areas within the CAR/Cameroon section of the TRIDOM KLCD which includes PAs, FSC-certified logging concession, Zones d'Intérêt Cynégetique ZIC and communal forests.	Direct management (grant)	2022

<sup>28</sup> The term 'integrated management' refers to actions across a multi-use landscape that tackle the three pillars of NaturAfrica: conservation and sustainable use of natural resources, development of green economies and for local communities and strengthening of territorial governance.

Northern Forests (KLCD # CAF_05)	DRC	Integrated management of part of the vast Bili-Uéré complex of Hunting Domains in DRC.	Direct management (grant)	2022
	DRC, CAR, South Sudan	Integrated management of the Garamba NP, the three contiguous hunting domains in DRC, and the contiguous trans-border Lantoto NP in South Sudan.	Direct management (grant)	2022
Greater Virunga-Okapi (KLCD # CAF_02 and 08)	DRC	Integrated management of the Okapi Wildlife Reserve and Virunga National Park and their peripheries (including Queen Elizabeth NP).	Direct management (grant)	2022
Greater Nyungwe – Kibira-	DRC, Rwanda, Burundi	Integrated management of the transboundary mosaic of PAs and communal areas located astride the northern part of Lake Tanganyika.	Indirect Management (MS organisation - ENABEL)	2024
West African Guinean Forests				
Cross River (KLCD # CAF_01)	Nigeria	Management of the Cross River NP and value chain development with neighbouring communities.	Direct Management (grant)	2024
Mount Nimba (new KLCD)	Guinea, Ivory Coast, Liberia	Integrated management of the Mt Nimba transfrontier PA complex and surrounding forests.	Direct Management (grant)	2024
Gola – Foya – Kpo (KLCD # WAF_11)	Liberia, Sierra Leone	Integrated management of the Guinean forests in the Gola-Foya-Kpo PA complex and surrounding forests.	Direct Management (grant)	2024
Tai-Grebo-Khran-Sapo (KLCD # WAF_10)	Ivory Coast, Liberia	Integrated management of the Guinean forests in the Tai-Grebo-Khran-Sapo PA complex and surrounding logging concessions, community forests and cacao plantations.	Direct Management (grant)	2024
West African sub-Saharan savannahs				
Niokolo-Badiar (KLCD # WAF_06)	Senegal, Guinea, Guinea Bissau, Mali	Integrated management of the transborder complex of PAs in the Niokolo-Badiar-Bafing-Baoulé-Faleme KLCD and the inter-connected mosaic of savannahs and woodlands.	Direct management (grant)	2022
WAPOK (W – Arly – Pendjari – Oti Monduri – Keran) (KLCD # WAF_04)	Benin	Integrated management of the Benin section of the trinational W National Park and its periphery.	Direct management (grant)	2022
	Burkina Faso	Integrated management of the Burkino Faso section of the WAP complex of PAs (W and Arly NPs) and their peripheries (or alternatively PomoCo landscape in case of security problems)	Direct management (grant)	2022
	Niger	Integrated management of the Niger section of the W National Park and its periphery.	Direct management (grant)	2022

Fazao-Kayabobo (new KLCD)	Togo, Ghana	Integrated management of the Fazao-Kyabobo trans-border complex of PAs and their peripheries.	Direct management (grant)	2022
Termit Tin Touama (KLCD # WAF_01)	Niger	Integrated management of Gadabedji Wildlife Reserve and its periphery.	Direct management (grant)	2022
	Niger	Integrated management of the Termit Tin Touama NP and its periphery.	Indirect management (MS organisation - AFD)	2022
Central African Transhumance landscapes				
Lake Chad – Waza – Logone (KLCD # WAF_18 + Logone floodplain)	Cameroon, Chad	Integrated management of biodiversity conservation and pastoralism in the Lake Chad – Waza – Logone - SahZoo complex of PAs and floodplains and permanent water bodies	Indirect management (MS organisation - AFD)	2024
Grand Septentrion (KLCDs # CAF_01 & 17)	Nigeria, Cameroon	Integrated management of biodiversity conservation and pastoralism in and around the transborder Gashaka Gumti - Tchabal Mbabo PA complex and periphery.	Direct Management (grant)	2024
	Cameroon	Integrated management of biodiversity conservation and pastoralism in the section of the Grand Septentrion KLCD covering Faro NP and associated grazing areas.	Direct Management (grant)	2024
	Cameroon	Support for the sustainable management of hunting concessions (Zones d'Intérêt Cynégetique ZIC) in the section of the Grand Septentrion KLCD located around Benoué NP.	Direct Management (grant)	2024
	Cameroon	Integrated management of biodiversity conservation and pastoralism in the section of Grand Setpentrion KLCD covering Bouba-Ndjida NP-Benoué NP and associated grazing areas.	Direct Management (grant)	2024
Greater Zakouma-Aouk (KLCD # CAF_18)	Chad	Integrated management of biodiversity conservation and pastoralism in the Greater Zakouma-Aouk KLCD and associated grazing areas.	Direct Management (grant)	2024
Greater Gounda (KLCD # CAF_06 + André Félix and Radom)	CAR, South Sudan	Integrated management of biodiversity conservation and pastoralism in the Bamingui-Bangoran-Gounda-Manovo-St Floris section of the Greater Gounda KLCD.	Direct Management (grant)	2024
	CAR, South Sudan	Integrated management of biodiversity conservation and pastoralism in the transboundary section of the Greater Gounda KLCD containing André Félix NP, Yata Ngaya Reserve and Radom NP.	Direct Management (grant)	2024
East African Rift savannahs and watersheds				

SOKNOT  (KLCD # EAF_1, 2 and 3)	Kenya	Enhancing protection and management in the Southern Mau forest complex (upper catchment of the Mara River) to benefit biodiversity and livelihoods in Kenya and Tanzania.	Direct management (grant)	2023
	Kenya, Tanzania	Integrating community driven conservation and economic development in the Ewaso Nyiro-Lake Natron transboundary ecosystem of Kenya and Tanzania.	Direct management (grant)	2023
Kidepo-Turkana  (KLCD # EAF_14)	Kenya, Uganda	Supporting new and existing Community Conservancies and the adjacent parks and forests in the Kidepo-Turkana landscape of Uganda and Kenya.	Direct management (grant)	2023
	South Sudan	Restoring effective management control in the Kidepo Game Reserve and associated catchment forests of South Sudan and improving the welfare of neighbouring communities.	Direct management (grant)	2023
Southern African TFCAs				
KAZA  (KLDC # SAF_01)	Angola, Namibia, Botswana, Zambia, Zimbabwe	Support activities in relation to antipoaching, capacity building and governance at TFCA level, Protected areas management, community engagement and CBNRM, value chain development and tourism.	Direct management (grant)	2022-2023
LZMP-ZIMOZA  (KLCD # SAF_04)	Zambia, Zimbabwe, Mozambique	The Action will also complement the Sub-Saharan regional program on cross-border watershed management. The Kavango Zambezi (KAZA) TFCA in Southern Africa, for example, largely relies on waters from the Okavango basin and its related aquifers that are under immense pressure for use in the region. Part of the TFCA is also protecting important resources for the Zambezi basin.		
MAZA  (KLCD # SAF_09)	Zambia, Malawi			
Chimanimani  (KLCD # SAF_08)	Zimbabwe, Mozambique			
Kgalagadi  (KLCD # SAF_03)	Botswana, South Africa			
Great Limpopo  (KLCD # SAF_02)	Mozambique South Africa, Zimbabwe			

## Appendix 2: INDICATIVE BUDGET PER COUNTRY

Indicative Budget components	EU contribution (amount in EUR)		
	2022	2023	2024
<b>Implementation modalities per managing EUD</b>			
<b>West Africa</b>	<b>23 000 000</b>		<b>18 000 000</b>
<b>Benin</b>			
SO1 - Landscape level (WAP KLCD), composed of			
Grants (direct management)	3 100 000		
<b>Guinea</b>			
SO1 - Landscape level (Mt Nimba KLCD), composed of			
Grants (direct management)			2 500 000
<b>Ivory Coast</b>			
SO1 - Landscape level (Tai-Grebo- Sapo KLCD), composed of			
Grants (direct management)			6 200 000
<b>Liberia</b>			
SO1 - Landscape level (Gola-Foya-Kpo KLCD), composed of			
Grants (direct management)			3 000 000
<b>Niger</b>			
SO1 - Landscape level (Gadabedji Termit Tin Touma WAP KLCDs), composed of			
Grants (direct management)	3 600 000		
Indirect management with a pillar-assessed entity	1 000 000		
<b>Nigeria</b>			
SO1 - Landscape level (Cross River KLCD), composed of			
Grants (direct management)			3 500 000
<b>Senegal</b>			
SO1 - Landscape level (Niokolo Koba- Badiar KLCD), composed of			
Grants (direct management)	5 000 000		



<b>Togo</b>			
<b>SO1</b> - Landscape level (Fazao-Kyabobo KLCD), composed of			
Grants (direct management)	1 750 000		
<b>Burkina Faso</b>			
<b>SO1</b> - Landscape level (WAP or alternatively PoMoCo KLCD), composed of			
Grants (direct management)	6 200 000		
<b>SO2</b> – Regional level for both Guinean forests and Sub-sahelian Savannahs, composed of			
Procurements	1 850 000		2 300 000
Evaluation, audit, contingencies	500 000		500 000
<b>Central Africa</b>	<b>20 000 000</b>		<b>46 000 000</b>
<b>Rwanda</b>			
<b>SO1</b> - Landscape level (Greater-Nyungwe-Kibira-Kabobo KLCD), composed of			
Indirect management with a pillar-assessed entity			3 000 000
<b>Cameroon</b>			
<b>SO1</b> - Landscape level (Tridom and Grand Septentrion KLCDs), composed of			
Grants (direct management)	2 000 000		6 300 000
<b>SO2</b> – Regional level, composed of			
Indirect management with a pillar-assessed entity	1 000 000		500 000
Evaluation, audit, contingencies			1 000 000
<b>CAR</b>			
<b>SO1</b> - Landscape level (Greater TNS, Greater Gounda KLCDs), composed of			
Grants (direct management)	2 000 000		7 000 000
<b>Chad</b>			
<b>SO1</b> - Landscape level (Grand Septentrion, Greater Zakouma-Aouk KLCDs), composed of			
Grants (direct management)			4 500 000
<b>Congo Brazzaville</b>			
<b>SO1</b> - Landscape level (Greater TNS KLCD), composed of			

Grants (direct management)	3 000 000		3 500 000
Indirect management with a pillar-assessed entity	1 000 000		1 000 000
<b>DRC</b>			
<b>SO1</b> - Landscape level (Northern forests and Virunga-Okapi KLCDs), composed of			
Grants (direct management)	5 000 000		9 500 000
<b>SO2</b> – Regional level, composed of			
Grants (direct management)	2 000 000		2 500 000
<b>Gabon</b>			
<b>SO1</b> - Landscape level (Coastal forests and Lopé and/or Ivindo KLCDs), composed of			
Grants (direct management)	2 000 000		1 200 000
<b>SO2</b> – Regional level, composed of			
Procurement	2 000 000		4 500 000
<b>Nigeria</b>			
<b>SO1</b> - Landscape level (Grand Septentrion KLCD), composed of			
Grants (direct management)			1 500 000
<b>East Africa</b>		<b>20 000 000</b>	
<b>Kenya</b>			
<b>SO1</b> - Landscape level (SOKNOT KLCD), composed of			
Grants (direct management)		9 400 000	
<b>SO2</b> – Regional level, composed of			
Grants (direct management)		2 000 000	
Evaluation, audit, contingencies		200 000	
<b>South Sudan</b>			
<b>SO1</b> - Landscape level (Elgon-Kidepo-Imatongs KLCD), composed of			
Grants (direct management)		3 000 000	
<b>Uganda</b>			
<b>SO1</b> - Landscape level (Elgon-Kidepo-Imatongs KLCD), composed of			
Grants (direct management)		5 400 000	
<b>Southern Africa</b>	<b>20 000 000</b>	<b>13 000 000</b>	

<b>Botswana</b> (as managing entity in close coordination with all EU Delegations in the selected landscapes)			
<b>SO1</b> - Landscape level (KAZA, LZMP-ZIMOZA, MAZA, Chimanimani, Kgalagadi, Great Limpopo KLCDs), composed of			
Grants (direct management)	16 000 000	12 800 000	
<b>SO2</b> – Regional level, composed of			
Indirect management with a pillar-assessed entity	4 000 000		
Evaluation, audit, contingencies		200 000	
<b>Totals</b>	<b>63 000 000</b>	<b>33 000 000</b>	<b>64 000 000</b>

## Appendix 3 REPORTING IN OPSYS

An Intervention (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: 'a given contract can only contribute to one primary intervention and not more than one'. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a 'support entities'. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

The present Action identifies as:

<b>Contract level</b>		
<input checked="" type="checkbox"/>	Group of contracts 1	All foreseen individual legal commitments under Western Africa budget heading
<input checked="" type="checkbox"/>	Group of contracts 2	All foreseen individual legal commitments under Central Africa budget heading
<input checked="" type="checkbox"/>	Group of contracts 3	All foreseen individual legal commitments under Eastern Africa budget heading
<input checked="" type="checkbox"/>	Group of contracts 4	All foreseen individual legal commitments under Southern Africa budget heading