



United Nations Development Programme



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Project Document

Project title: Reducing Maritime Trafficking of Wildlife between Africa and Asia		
Country: Global	Implementing Partner: United Nations Development Programme (UNDP)	Management Arrangements: Direct Implementation Modality (DIM)
UNDAF/Country Programme Outcome: N/A		
UNDP Strategic Plan Output: 2.4.1: Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.		
UNDP Social and Environmental Screening Category: Low	UNDP Gender Marker: 1	
Atlas Proposal/Award ID (also known as 'project'): 00109494	Atlas output Project ID (also known as 'output'): 00108842	
UNDP-GEF PIMS ID: 5620	GEF ID: 9211	
Planned start date: 1 May 2018	Planned end date: 30 April 2021	
PAC date: 23 March 2018		
<p>Brief project description:</p> <p>Increasing demand for illegal wildlife products is threatening to drive species such as the black rhinoceros and African elephant to extinction. The vast majority of ivory is trafficked by sea due to the volumes of ivory involved and minimal risk of interception and arrest. There is a great and urgent need to strengthen law enforcement within trade routes between Africa and Asia, to stop the enabling of wildlife trafficking within legal trade routes. However, there are several barriers against achieving this solution including a lack of awareness and capacity at African and Asian ports at key trading points, and a lack of capacity and willingness to cooperate along trade routes. There is a need for more cooperation among countries implicated in wildlife trafficking and among agencies involved in delivering responses.</p> <p>This initiative is part of the global coordination child project of the Global Wildlife Program (GEF Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development; Coordinate Action and Learning to Combat Wildlife Crime Project, GEF ID 9071). The project will enhance the success of national projects in the Global Wildlife Program by supporting stronger attention and cooperation on counter wildlife trafficking. It is also aligned to and responds to international commitments developed by the United for Wildlife Transport Task Force in the Buckingham Palace Declaration. The project will strengthen wildlife law enforcement capacity and cooperation between ports in Africa and Asia, and contribute to enhanced collaboration among concerned stakeholders to prevent wildlife trafficking. This proposed project has the</p>		

following objective: *To reduce maritime trafficking of wildlife (including elephant, rhinoceros and pangolin) between Africa and Asia through strengthening of capacity at ports and improving South-South cooperation to control wildlife trafficking.*

The project aims to achieve its objective through the following components:

1. Best practice in combating wildlife trafficking at ports
2. South-South and institutional cooperation in combating maritime trafficking
3. Knowledge management and monitoring and evaluation.

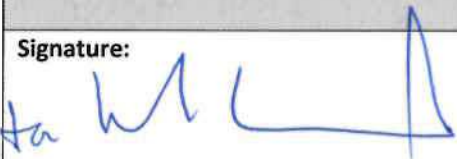
FINANCING PLAN	
GEF Trust Fund or LDCF or SCCF or other vertical fund	US\$ 2,000,000
UNDP TRAC resources	US\$ 0
Cash co-financing to be administered by UNDP	US\$ 0
(1) Total Budget administered by UNDP	US\$ 2,000,000
PARALLEL CO-FINANCING	
UNDP	US\$ 150,000
Royal Foundation	US\$ 500,000
UNODC	US\$ 2,600,000
(2) Total co-financing	US\$ 3,250,000
(3) Grand-Total Project Financing (1)+(2)	US\$ 5,250,000
SIGNATURES	
Signature:  Gerd Trogemann Istanbul Regional Hub Manager	Agreed by UNDP
	Date/Month/Year: 3/5/28

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List of Acronyms and Abbreviations

BPPS	Bureau for Policy and Programme Support
CBA	Community-based Adaptation
CBD	Convention on Biological Diversity
CCP	Container Control Programme
CD	Country Director
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CO	Country Office
CPAP	Country Programme Action Plan
DCD	Deputy Country Director
DEFRA	Department for Environment, Food and Rural Affairs
DRR	Deputy Resident Representative
ERC	Evaluation Resource Centre
FSP	Full Sized Project
GEF	Global Environment Facility
GEF SEC	Global Environment Facility Secretariat
ICCWC	International Consortium on Combating Wildlife Crime
IEO	Independent Evaluation Office
IMO	International Maritime Organisation
IWT	Illegal Wildlife Trade
IWTFCF	Illegal Wildlife Trade Challenge Fund
M&E	Monitoring and Evaluation
MSP	Medium Sized Project
NGO	Non-Governmental Organization
PAC	Project Appraisal Committee
RCU	Port Control Unit
PIF	Project Identification Form
PIR	Project Implementation Report
PMC	Project Management Cost
PMU	Project Management Unit
PoE	Ports of Excellence
POPP	Programme and Operations Policies and Procedures
PortMATE	Port Management and Anti-Trafficking Evaluation
PPG	Project Preparation Grant
QA	Quality Assurance
RR	Resident Representative
RTA	Regional Technical Advisor
SESP	Social and Environmental Screening Procedure
SME	Small- and Medium-Sized Enterprise
STAP	Scientific Technical Advisory Panel
TANCIS	Tanzania Customs Integrated System

TE	Terminal Evaluation
TMEA	TradeMark East Africa
TOR	Terms of Reference
UfW	United for Wildlife
UNDP	United Nations Development Programme
UNTOC	United Nations against Transnational Organised Crime
USAID	United States Agency for International Development
USFWS	United States Fish and Wildlife Service
WB	World Bank
WCO	World Customs Organisation
WCS	Wildlife Conservation Society
ZSL	Zoological Society of London

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I. DEVELOPMENT CHALLENGE

The Global Environmental Problem

The illegal wildlife trade

1. The context, baseline scenario and barriers related to the global environmental problem this project aims to target are detailed in the documentation endorsed by the GEF Secretariat for the full coordination project. The information in this Project Document provides further information specifically targeted to maritime trafficking, and should be read in combination with that detailed in the coordination project documentation (Annex 12).
2. Illegal trade in wildlife and wildlife parts is an escalating driver of biodiversity loss. Although the value of illegal trade remains uncertain, it has variously been estimated at US\$7 – 23 billion per annum¹, the fourth most lucrative type of transnational crime. In 2014 over 25,000 elephants were slaughtered for their ivory, which can fetch up to US\$40,000 per tusk. The rhinoceros poaching crisis has similarly escalated: in 2008, 13 rhinoceros were poached in South Africa in the entire year; in 2014, three were poached daily.
3. The underlying cause of the illegal wildlife trade (IWT) is strong demand for wildlife-based products, primarily in East Asian countries for products that indicate wealth and status, and this demand has increased with rising middle classes. The wholesale price for ivory in 2014 was almost five times its price in 2010². Historically, demand for ivory has come mainly from China. In recent years, the price of ivory in China has dropped as the government has rolled out plans to close the domestic ivory market, ending the legal trade in ivory in the country and forcing the closure of all government-licensed ivory carving facilities and ivory retail establishments from 31 December 2017. Demand for rhinoceros horn is greatest in Vietnam where it is used in traditional medicine³.
4. Illegal wildlife trade displaces billions of dollars of national revenue from developing countries to the criminal individuals and networks involved in these crimes. In Tanzania, the vast loss of elephants could be devastating for the national economy as 90% of its tourism industry – which contributes one-quarter of Tanzania's foreign exchange – depends on wildlife. Furthermore, the profits gained through trafficking ivory can fund many different types of conflict actors, including government-allied militias, rebels and criminal networks, which threaten local and national security⁴. This includes rural, poverty-stricken communities, and women in particular, who are more vulnerable to intimidation, forced labour and exploitation⁵. Tackling the trade is therefore critical for reducing poverty, increasing security and supporting sustainable development.

¹ Nellemann, C., Henriksen, R., Raxter, P., Ash, N., Mrema, E. (Eds). 2014. *The Environmental Crime Crisis – Threats to Sustainable Development from Illegal Exploitation and Trade in Wildlife and Forest Resources*. A UNEP Rapid Response Assessment. United Nations Environment Programme and GRID-Arendal, Nairobi and Arendal

² Vigne, L. and Martin, E. (2011) cited in Vira, V., Ewing, T., and Miller, J. (2014) *Out of Africa: Mapping the Global Trade in Illicit Elephant Ivory*. C4ADS and Born Free Foundation

³ Milliken, T. (2014) *Illegal Trade in Ivory and Rhinoceros Horn: an Assessment Report to Improve Law Enforcement Under the Wildlife TRAPS Project*. USAID and TRAFFIC

⁴ Vira, V. and Ewing, T. (2014) *Ivory's Curse: The Militarisation and Professionalisation of Poaching in Africa*. C4ADS and Born Free Foundation

⁵ Nellemann, C., Henriksen, R., Raxter, P., Ash, N., Mrema, E. (Eds). 2014. *The Environmental Crime Crisis – Threats to Sustainable Development from Illegal Exploitation and Trade in Wildlife and Forest Resources*. A UNEP Rapid Response Assessment. United Nations Environment Programme and GRID-Arendal; Nairobi and Arendal

5. The transportation sector has a role to play in combating wildlife trafficking, as these legal transportation routes are exploited by traffickers to ship illicit wildlife products. Tangible steps that can be taken by the transportation sector have been set out in the 11 commitments of the Buckingham Palace Declaration⁶.

⁶ <http://www.traffic.org/storage/Buckingham-Palace-Declaration.pdf>

Wildlife trafficking

6. According to the C4ADS ivory seizure database, the major trafficking routes from Africa to China are via Hong Kong, Vietnam, Malaysia, Singapore, Sri Lanka and the United Arab Emirates⁷. Certain countries in Africa and Asia have been identified as playing a key role in global ivory trafficking (so-called countries of 'primary concern', 'secondary concern' and 'importance to watch') based on seizure data in the ETIS (Elephant Trade Information System) database, including a number of transit States⁸. Container shipping represents the most cost-effective transport option for moving ivory, due to its weight and bulk and the minimal risk of detection at seaports⁹. In contrast, air travel is the most common means of trafficking rhinoceros horn, due to the small amounts trafficked in one consignment and the high value of the horn per gram¹⁰. Key transit countries for trafficking rhinoceros horn between source and demand States have been reported as including Thailand and Singapore¹¹.
7. The trafficking chain of high-value wildlife products such as ivory and rhinoceros horn consists of several steps from the source (in Africa) to the end point (in Asia), each of which involves different actors (see Figure 1). At each stage of the chain, the value of the ivory increases exponentially, from US\$50/kg at source to up to millions of dollars at final sale of the product¹². Accordingly, combating IWT requires a comprehensive, international response which involves strengthening law enforcement in several areas in a globally coordinated fashion.

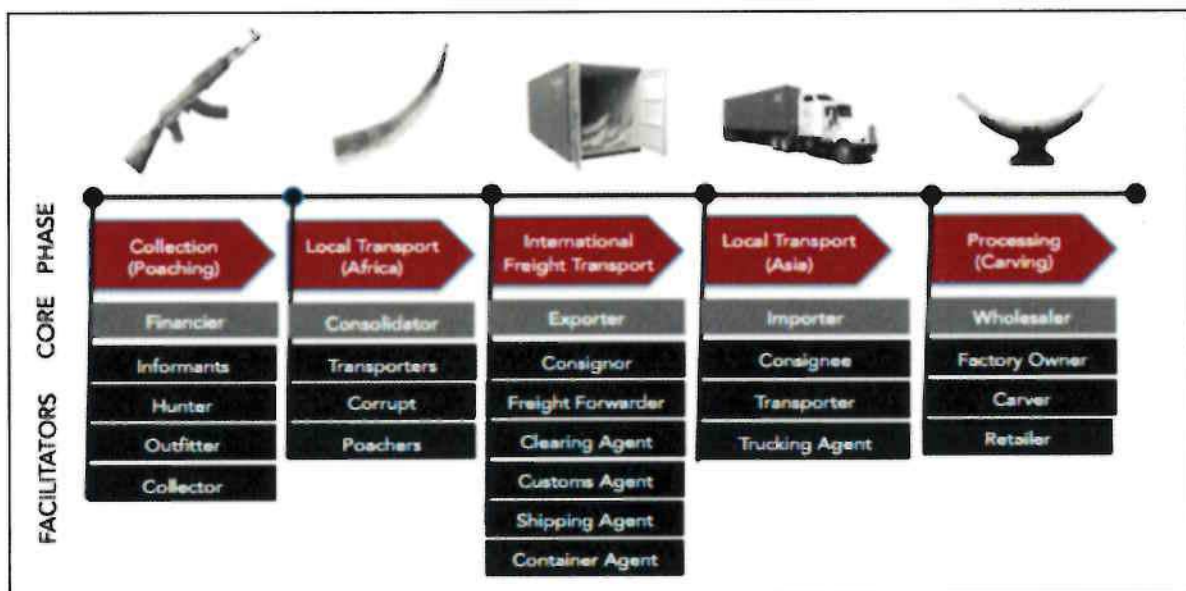


Figure 1. The five stages of the ivory supply chain¹³

The container shipping industry

⁷ Vira, V., Ewing, T., and Miller, J. (2014) *Out of Africa: Mapping the Global Trade in Illicit Elephant Ivory*. C4ADS and Born Free Foundation

⁸ See ETIS reports prepared for CITES Conferences of the Parties at <https://www.cites.org/eng/prog/etis/index.php>

⁹ Vira, V., Ewing, T., and Miller, J. (2014) *Out of Africa: Mapping the Global Trade in Illicit Elephant Ivory*. C4ADS and Born Free Foundation

¹⁰ United Nations Office on Drugs and Crime (2013). *Transnational Organised Crime in Eastern Africa: A Threat Assessment*. United Nations Office on Drugs and Crime, Vienna.

¹¹ TRAFFIC data, 19 March 2014. In: Milliken, T. (2014) *Illegal Trade in Ivory and Rhinoceros Horn: an Assessment Report to Improve Law Enforcement Under the Wildlife TRAPS Project*. USAID and TRAFFIC.

¹² Ibid.

¹³ Vira, V., Ewing, T., and Miller, J. (2014) *Out of Africa: Mapping the Global Trade in Illicit Elephant Ivory*. C4ADS and Born Free Foundation

8. The shipping industry is responsible for around 90% of world trade, and is conducted through approximately 81,400 vessels registered across 150 nations. As of 2014 there were 17.8 million shipping containers and the industry is continuing to increase as national economies continue to develop.
9. Eight of the world's top ten busiest container ports are located in China. While over 90% of Africa's imports and exports take place by sea, its major ports are responsible for just 3% of container traffic globally. Substantial investment is being made into expanding the shipping industry in Africa; for example, US\$11 billion is being invested by the Chinese into expanding Bagamoyo, in Tanzania, to become the region's biggest port. However, many major African ports currently lack the capacity required for efficient processing of vessels, and transshipments are directed elsewhere where practicable.
10. The shipping industry is complex, with many players involved, including consignors, consignees, forwarding agents, shipping lines, port operators, customs, trucking companies, customs clearance agents, shipping agencies. As a result, the documentation involved in shipment of goods is heavy, including invoices, packing lists, certificates of origin, declaration of goods, shipping bills, Bill of Ladings and manifests.
11. This complexity presents a significant challenge to tackling illegal trade, particularly in ports where capacity is inadequate for monitoring the legitimacy of documentation and conducting inspections. The sealing of commodities in containers takes place away from the port, which means that detection within the port becomes very difficult and rates of detection are extremely low based on a necessarily low inspection rate (typically less than 5% of containers are inspected). Traceability of each player in the container supply chain, and therefore of the players involved in smuggling illicit goods, is difficult. False names, addresses and 'ghost' companies are commonly used by smugglers, and few checks are made to ensure that details on the goods are correct. This means that even if illegal goods are detected in a container, determining and tracking down the key player involved can be extremely difficult. Further, modern and effective enforcement techniques are often not deployed against wildlife crime (e.g. controlled deliveries which track an illicit good to its intended destination to provide arrests higher up the trade chain) and success is hampered by poor cooperation between port authorities and mandated national enforcement agencies, and between enforcement agencies in different countries. Corruption and collusion of government officials is also a challenge and there are insufficient incentives to prevent these behaviours.

The long term solution and barriers to its achievement

12. One of the long term solutions for tackling the maritime trafficking of wildlife is effective law enforcement of container shipping both within and between key transit points between Africa and Asia, where products are consolidated and are under the control of the more powerful actors in the trafficking chain. For this to be achieved, all stakeholders of the maritime transport sector, as well as law enforcement agencies with a mandate related to illegal trade in wildlife, need to be working in collaboration to ensure that wildlife traffickers are unable to launder illicit wildlife products, including by infiltrating legal trade routes with illegal goods. However, there are several barriers preventing the achievement of this solution. These are as follows:
 - **Wildlife trafficking is not considered a priority among law enforcement agencies involved in transport and trade.** This is partly due to the fact that seizures of illegally trafficked wildlife goods cannot generate revenue since there is no legal supply chain for them. The focus of law enforcement officials at ports therefore tends to be on imports rather than exports. Also, in many countries wildlife crime is not viewed as 'serious crime' (e.g. punishable with a prison sentence of at least four years, as defined by the United Nations Convention against Transnational Organised Crime (UNTOC)), and in many countries is yet to be incorporated into standard operating procedures and regulatory protocols in law enforcement. Customs officials at ports typically attach higher priority to the interception of other goods such as drugs and narcotics, while also needing to ensure the speedy processing of containerised goods through the port.
 - **There is a general lack of awareness among the shipping industry of the nature of wildlife trafficking,** including the seriousness of the issue as well as the methods of infiltration and the potential role each

industry stakeholder could play in both enabling the crime as well as in its prevention. Diligence in preventing wildlife trafficking at each point of the supply chain is a relatively low priority in comparison to ensuring the efficient movement of goods and maximising trade.

- As a result of the two barriers above, and a lack of transparency and accountability mechanisms, both law enforcement officers at ports and members of the shipping industry are at risk of being bribed by wildlife traffickers to turn a blind eye or to actively enable wildlife trafficking through concealing the goods or forging documentation¹⁴.
- **Many African and Asian ports at key transit points do not have the capacity to regulate the vast volume of trade** passing through, particularly with regards to preventing wildlife trafficking, which is carried out using increasingly sophisticated techniques so as to avoid detection¹⁵. Effective regulation requires conducting sophisticated risk assessments of containers – using comprehensive and up-to-date data – to enable targeted inspections, knowledge of species listed under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and their identification, and an understanding of the proper management of seized goods and other evidence and appropriate follow-up of cases. The infrequent and untargeted screenings of containers result in few seizures.
- There is also a lack of cooperation between law enforcement agencies, among the maritime transport industry, between countries or among UN agencies, and with other stakeholders aiming to combat illegal wildlife trade, such as non-governmental organizations (NGOs), to enable a holistic and well coordinated response. **Wildlife trafficking is an extremely complex ‘industry’**, involving a range of crimes and actors and spanning countries and continents that requires a coordinated response involving multiple sectors. Its transnational nature and global trafficking chains mean that multiple countries must work together in a coordinated fashion to combat it. A strong factor in the current lack of coordination is a lack of ‘relationship’ and communication between responsible parties, as well as inadequate knowledge and skills in carrying out the appropriate collaborative responses. As a result, few wildlife traffickers are arrested even if goods are intercepted. This is also due to the inability to track the crime and gather evidence along the supply chain towards the person responsible. Arrests often fail to deliver prosecutions because of poor case management and transfer between agencies, as well as corruption¹⁶.

Baseline Scenario

13. There is growing momentum across the globe to tackle the illegal wildlife trade. The **GEF-financed Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (hereafter Global Wildlife Program)**, within which this project sits, is investing US\$130 million, leveraging another US\$704 million in parallel co-financing, into national projects across Africa and Asia to help strengthen capacity to combat illegal wildlife trade at all stages of the supply chain, along with a global coordination project led by the World Bank (within which this maritime trafficking project sits).
14. The involvement of the transportation sector in combating wildlife crime has increased in recent years. The **United for Wildlife (UfW)**, an alliance between seven leading international conservation organizations and led by the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry, aims to lead the way to substantially increase the global response to major conservation crises. The commitments of UfW include

¹⁴ Miller, J., Vira, V. and Utermohlen, M. 2015. *Species of Crime: Typologies and Risk Metrics for Wildlife Trafficking*. C4ADS report, 24pp

¹⁵ *ibid.*

¹⁶ United Nations Office on Drugs and Crime (2013). *Transnational Organised Crime in Eastern Africa: A Threat Assessment*. United Nations Office on Drugs and Crime, Vienna

creating a zero-tolerance approach towards illegal wildlife trade in the private sector, and strengthening criminal justice responses in supply and demand states, among others.

15. UfW has led the establishment of a partnership between key players in the trade and transport industries, named the **United for Wildlife Transport Task Force**, which includes 40 members including the International Maritime Organisation, Dubai Customs World, British Airways, Emirates Airlines, Kenya Airways, as well as the CITES Secretariat, Wildlife Conservation Society, World Customs Organization and UNDP, among others. The Transport Task Force collaboratively developed the **Buckingham Palace Declaration**, considered a landmark agreement to take practical steps to shut down the routes exploited by wildlife traffickers to move illicit goods. The Declaration signed on 15 March 2016 includes 11 commitments, which importantly outline the steps that can be taken by the private transportation industry to support global efforts to combat illicit wildlife trafficking. Commitment #10 is specific to maritime trafficking, forming part of the foundation of this project, aiming to *"Establish a cross-disciplinary team working with local customs and law enforcement authorities to develop a system of best practice for combating illegal wildlife trade in key ports"*. The declaration has been signed by over 60 parties, including international organizations and public and private sector organizations involved in air and sea transportation sectors.
16. UN agencies have also stepped up efforts to combat illegal wildlife trade in recent years. This led the **United Nations Secretary-General (UNSG)'s Policy Committee**, at its meeting on 3 February 2015, to call for an effective and coherent UN response to the security, political, economic, environmental and social aspects of illicit trade in wildlife and forest products.¹⁷ In addition, the UN General Assembly Resolution 69/314 on Tackling Illicit Trafficking in Wildlife of 30 July 2015 called for similar action. In April 2016, UN Environment, on behalf of eight UN entities concerned¹⁸, made a "Final Submission" in response to the request by UN Secretary-General Policy Committee. This Submission contained a shared analysis by the agencies of available evidence and ongoing work of the UN system on illicit trafficking in wildlife, as well as recommendations for an effective and coherent UN response to its security, political, economic, environmental and social aspects. On 27 June 2016, the Deputy Secretary-General, on behalf of the Secretary-General, in an Interoffice Memorandum, responded to the Submission by the eight agencies by welcoming their proposed operational arrangements to advance the implementation of a UN response to combat illicit trafficking of wildlife, including the setting up of an Inter-Agency Task Force. The eight agencies have since worked to operationalize the recommendations.
17. The **International Consortium on Combating Wildlife Crime (ICCWC)** is a collaboration between the CITES Secretariat, INTERPOL, the United Nations Office on Drugs and Crime (UNODC), World Bank and the World Customs Organization (WCO). Each member organisation conducts a number of anti-wildlife crime activities under their specific mandate, collaborating on certain activities as ICCWC. The ICCWC Wildlife and Forest Crime Analytic Toolkit was developed as a technical resource for countries to complete comprehensive national assessments of the main issues related to wildlife crime and to develop appropriate responses. To date the Toolkit has been implemented in six countries and assessments are underway in a further 11 countries, with additional countries showing interest. The ICCWC Indicator Framework for Combating Wildlife and Forest Crime¹⁹ has also been developed as a tool for a more rapid assessment of national law enforcement capacity and provides a standardised means to monitor changes in capacity over time. In January 2016, ICCWC launched its strategic programme, outlining the activities that the consortium will seek to deliver over the period 2016-

¹⁷ Decision 2015/1

¹⁸ The Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES Secretariat), the United Nations Department of Economic and Social Affairs (DESA), the United Nations Department of Political Affairs (DPA), the United Nations Department of Public Information (DPI), the United Nations Department for Peacekeeping Operations (DPKO), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and the United Nations Office on Drugs and Crime (UNODC).

¹⁹ https://cites.org/eng/news/pr/wildlife_crime_consortium_launches_enforcement_indicators_13012016

2020, including the continued roll-out of regional and global enforcement trainings, assessments and in-country assistance²⁰.

18. An important and relevant initiative is the **UNODC-WCO Container Control Programme (CCP)**, launched in 2003. It aims to assist Governments to create sustainable enforcement structures in selected sea/dry ports in order to minimize the risk of shipping containers being exploited for illicit drug trafficking, transnational organized crime and other forms of black market activity. At the heart of the CCP is the creation of inter-agency, joint Port Control Units (PCUs) at selected container terminals. These units are then trained in risk profiling and assessments to efficiently respond to high-risk shipments, while also fulfilling the Customs mandate of facilitating legal trade and associated revenue. Accredited mentors are based on site for three years to support and fully institutionalise the CCP system. The CCP is already operational in 31 countries, and has been funded for operation in a further 23 countries. In recent years the CCP has expanded its activities to cover wildlife trafficking. A port-port communications system, ContainerCOMM, has also been developed and is in use by many countries to enable direct and secure communications between ports.
19. The WCO also has its **INAMA project**, funded by SIDA, US Department of State, GIZ and the CITES Secretariat, aiming to enhance the ability of Customs Administrations in sub-Saharan Africa to fight wildlife crime through targeted capacity-building. The main topics covered include organizational diagnostics related to CITES, intelligence and enforcement. Through INAMA, the WCO has developed and piloted an **Institutional Assessment Tool**, which aims to support Customs administrations to take a comprehensive approach to build their front-line capacity in fighting the smuggling of illicit wildlife and forest products. The INAMA project is likely to also contribute to enhanced contact between African and Asian ports (possibly ports in China).
20. The **World Bank** is the program coordinating agency for the Global Wildlife Program (GWP), and the lead on the \$7m global coordination and knowledge management project of which this maritime trafficking project forms part. The World Bank hosts the GWP Secretariat which coordinates knowledge management and communications activities for the GWP, and convenes the GWP Program Steering Committee comprising the GEF Secretariat, GEF Agencies supporting national projects in the GWP and a range of agencies and organizations with specialist expertise in combating wildlife crime including CITES Secretariat, IUCN, TRAFFIC, WildAid and WWF.
21. In 2014, UNODC formally launched the **UNODC Global Programme for Combating Wildlife and Forest Crime**. This is a four-year programme aimed to link existing regional efforts in a global system, enhancing capacity-building and wildlife law enforcement networks at regional and sub-regional levels. UNODC provides a range of training courses, including on wildlife smuggling, controlled deliveries, interception techniques at ports, risk assessments and risk profiling, passport reviewing, preliminary assessment of cargo, cargo documentation, container searches, anti-corruption, electronic surveillance, wildlife and timber identification, investigations, along with training for prosecutors and the judiciary. Training can involve e-learning modules, workshops as well as practical training such as mock trials and controlled deliveries.
22. The UN Conference on Trade and Development (UNCTAD) has developed the **Automated System for Customs Data (ASYCUDA)**, an integrated customs management system for international trade and transport operations in a modern automated environment. UNCTAD is also currently working in partnership with the CITES Secretariat to develop a CITES e-permitting module for ASYCUDA, which will provide an 'off-the-shelf' e-permitting system for CITES Parties, streamlining CITES trade procedures, reducing the potential for fraudulent permits, and supporting better sharing of CITES trade and enforcement data with customs and other authorities.
23. The UK Department for Environment, Food and Rural Affairs (DEFRA) has committed £13 million between 2014 and 2018 through its **Illegal Wildlife Trade Challenge Fund (IWTCF)**. The IWTCF funds various international

²⁰ https://cites.org/sites/default/files/eng/prog/iccwc/ICCWC_Strategic_Programme_2016-2020_final.pdf

organisations and agencies, such as the Zoological Society of London (ZSL), Wildlife Conservation Society (WCS), INTERPOL, and UNODC to implement initiatives focusing on various points of the supply chain, from poaching to consumer demand.

24. Historically focus was placed upon strengthening anti-poaching and anti-trafficking capacity in and around protected areas, with less investment in tackling international trafficking, although this has been strengthened in recent years primarily through the work of ICCWC. However, despite this enhanced effort, interventions remain too small in size and number to tackle such a wide-ranging, complex and highly-coordinated crime. For example, while the number of arrests for rhinoceros-related crime in South Africa has increased annually since 2010²¹, 89% of arrests are of local poachers at the bottom of the supply chain, missing those more powerful individuals higher up. There is now growing acknowledgement of the need to focus efforts further along the trafficking chain between source and destination (in international terms, mostly from Africa to Asia). For example, the **United States Fish and Wildlife Service (USFWS)** provided US\$50 million specifically for wildlife trafficking projects in 2015, in the form of grants, cooperative agreements and matched funds.
25. The US Agency for International Development (USAID) is currently investing significantly in initiatives to combat wildlife trafficking, such as **'Wildlife Trafficking, Response, Assessment, Priority Setting'** initiative known as "Wildlife-TRAPS", in partnership with TRAFFIC. It is a three-year initiative which aims to assess and tackle the illegal trade of terrestrial and marine wildlife between Africa and Asia, integrating actions with structures and initiatives already in place within each continent. Another partnership between USAID and TRAFFIC and other partners, the **'Reducing Opportunities for Unlawful Transport of Endangered Species (ROUTES)** partnership, aims to disrupt wildlife trafficking by reducing the use of legal transportation supply chains. ROUTES will initially focus on air-based trafficking with aims to later expand into maritime trafficking.
26. The growing trend towards investments into this area is very positive and much success has already been seen, such as in the broadening of CCP to cover wildlife trafficking. If the baseline scenario continues, progress will continue to be made in strengthening law enforcement against maritime trafficking of wildlife, filling the capacity gap between source and demand. However, as the desire for illicit wildlife products continues to increase, so do the incentives for collusion of law enforcement officers and industry stakeholders with wildlife traffickers. Without sufficient incentives to encourage integrity and prevent this behaviour, investments into preventing corruption and strengthening law enforcement will be limited in their effect. Low customs clearance capacity at ports will slow down progress in strengthening specific capacity for wildlife law enforcement. Finally, as long as ports in Africa and Asia remain 'faceless' to each other, communications between them in support of joint responses to wildlife trafficking incidents will be limited. Ultimately, inadequate effectiveness of law enforcement against the illegal wildlife trade along transit routes will limit the effectiveness of initiatives within both Africa and Asia, since a fully comprehensive response is required to tackle this crime: at source, in transit, and at destination.

Baselines at priority maritime ports to be targeted by this project

27. As part of the coordination project of the GWP, this project will target its efforts towards countries that have a national project in the GWP. Further, it will target its efforts towards those countries that have a key role in maritime trafficking routes for key illicitly-traded wildlife species. Where possible the funds allocated from this project will be used to value-add to the investments of national projects and to help address gaps and challenges that emerge over the implementation of the GWP.
28. During PPG, a number of ports have been preliminarily identified as priorities for GEF investment in the project, based on a combination of criteria, including Criteria Set 1, regarding degree of threat and need for intervention: seizure rates; ethics and corruption rankings; number of elephants in country; poaching rates;

²¹ Milliken, T. (2014) *Illegal Trade in Ivory and Rhinoceros Horn: An Assessment Report to Improve Law Enforcement Under the Wildlife TRAPS Project*. USAID and TRAFFIC

Irregular payments and bribes; political stability; burden of customs; organised crime; and quality of port infrastructure; and Criteria Set 2, regarding the feasibility for GEF project implementation: strength of UNDP Country Office; current momentum within each country for tackling wildlife crime; if a GWP national project was being implemented in that country; and the need to include both export and import countries. Taking into account both sets of criteria, four ports of greatest priority have been selected. These include Dar Es Salaam port, Tanzania (rated 1 according to Criteria Set 1 for African ports), Mombasa port, Kenya (rated 3), Laem Chabang port, Thailand (rated 3 according to Set 1 for Asian ports) and Surabaya port, Indonesia (rated 4). (see Annex 13 for full selection process). Discussions will progress with national and port authorities in these countries to engage these ports in the project. The project aims to engage at least four ports to receive in-country law enforcement technical assistance and support through this project. Further ports will be substituted or added as required should any of the targeted ports not wish to participate, or as further capacity-building needs or opportunities arise.

29. The project will also engage with a selection of additional ports ranked as priorities for combating wildlife trafficking through other national projects engaged in the GWP. Examples of potential ports include Beira and Maputo ports in Mozambique, and further ports in the Philippines and Indonesia. Other opportunities to engage GWP countries, particularly those projects focused on combating trafficking, will be explored during inception and opportunistically during implementation of the GWP.
30. The four main ports preliminarily targeted for inclusion in this project are described below:
31. **Dar es Salaam port, Tanzania:** In recognition of Tanzania's growing economy and Dar es Salaam port's potential to grow significantly as a key African export point, and current barriers to efficient and productive growth, Dar es Salaam is currently receiving significant support from both government and inter-governmental organisations. It is to receive US\$60 million over the next three years from the UK government to strengthen its handling capacity through improving port infrastructure and cargo clearance procedures. Alongside UNODC's current efforts to strengthen wildlife law enforcement capacity in Tanzania, the UNODC-WCO CCP is being implemented in order to strengthen capacity to detect and handle illegal smuggling of goods, including drugs, narcotics and wildlife, as well as to facilitate legal trade. According to UNODC's baseline assessment, Dar es Salaam has significant technological capacity for efficient goods clearance (the Tanzania Customs Integrated System, TANCIS), including for container risk assessments. However, risk assessments are based primarily on potential for revenue collection and focused mainly on imports – and consequently, are inadequate to tackle illegal exports of wildlife products from Africa. In addition, scanned images of containers are seldom analysed by customs officers. Other issues for law enforcement at the port include the lack of trained rummage officers and only superficial inspections of containers. For example, the presence of just one customs officer during the loading of export containers provides opportunities for the shipper to attempt to bribe the officer. Corruption appears to be a significant challenge for Dar es Salaam port. Inter-agency cooperation could also be improved.
32. **Mombasa port, Kenya:** Mombasa is one of the busiest ports in Africa and serves several countries further inland. Mombasa port provides an example of best practice in security among African ports. KPA has just completed a Port Facility Security Assessment, in compliance with the International Ship & Port Facility Security (ISPS) Code. They are now reviewing and updating their Port Facility Security Plan (PFSP), and are in the process of installing an integrated security system. In addition to UNODC's investment in wildlife law enforcement capacity in Kenya, the UNODC-WCO CCP is being implemented at the Port of Mombasa. A baseline assessment of law enforcement capacity conducted by UNODC in 2013 found that, similarly to Dar es Salaam port, capacity is not sufficient to effectively control the trafficking of wildlife and other illegal goods. For example, risk assessments focus primarily on imports, due to their relevance to revenue collection, rather than exports, which would be key in preventing wildlife trafficking. Physical examinations of containers are inadequate and there is insufficient presence of customs officers during loading of export containers. There are no wildlife agency staff based at the port and inter-agency cooperation is lacking. Corruption is a significant threat to the effectiveness of customs operations.

33. **Laem Chabang port, Thailand:** The CCP is under implementation at Laem Chabang port and border liaison offices have been established further inland for transboundary cooperation between Thailand and neighbouring countries. Similarly to Tanzania and Kenya, UNODC has conducted training for prosecutors, customs and judiciary among other activities.
34. **Surabaya port, Indonesia:** There is an established CCP in Indonesia; however, it is not implemented in Surabaya port. As part of its national programme for Indonesia, UNODC has invested significantly in capacity building for tackling illegal timber trading as well as illegal fisheries. Indonesia has a 'multi-door' policy, whereby various agencies, including police, customs and port authorities, cooperate closely in law enforcement. Baseline assessments of key ports in Indonesia (including Surabaya) are currently being conducted in preparation for the national project within the GWP.
35. Please see Annex 14 for more information on each of these proposed ports. Further information on the baseline projects and capacity at each port will be compiled and evaluated during the first year of project implementation as the involvement of individual ports is secured.

Consistency with National Priorities

36. This project will support countries to achieve the following United Nations Sustainable Development Goals: Goal 15, 'Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss', namely 15.7: **'Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products'**. In the long term, the combating of IWT will support Goal 12, **'ensure sustainable consumption and production patterns'**.
37. The project also contributes to the national development priorities of elephant and rhinoceros range states in Africa as part of promoting good governance and sustainable management of natural resources. The four countries in which the proposed priority ports are located are all Parties to CITES and are actively involved in responding to the Decisions and Resolutions of the convention as they relate to strengthening legal trade frameworks and closing any potential opportunities for illicit trade. Also, both Kenya and Tanzania are currently developing National Elephant Action Plans as part of their commitment to the Elephant Protection Initiative, to which this project will contribute significantly. Tanzania also has its own national strategy to combat poaching and wildlife crime, which will be greatly supported by strengthened wildlife law enforcement capacity among customs departments and inter-agency cooperation. In addition, Tanzania's National Strategy for Growth and Reduction of Poverty II (2010/11-2014/15) aims to achieve **growth and reduction of income poverty** partly through 'leveraging returns on national resources... for enhancing growth and benefits to the country at large and communities in particular, especially in rural areas'. It also aims to achieve **good governance and accountability**, partly through 'ensuring systems and structures of governance uphold the rule of law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption-free at all levels'.
38. Kenya, Thailand and Tanzania were all identified in the original eight 'countries of primary concern' in the poaching of elephants and illegal trade in ivory, and requested by the CITES Standing Committee to develop and implement CITES national ivory action plans outlining urgent actions that they would take to mitigate their role in this illicit trade. An impressive range of activities have been implemented under these plans such as the strengthening of national laws related to combating illegal wildlife trade and enforcement capacity building. Activities in Kenya include the establishment of a special wildlife crime prosecution unit and the increased use of sniffer dogs at border points. Thailand overhauled its regulation of its domestic ivory market and established a cross-agency task force on combating ivory trade to strengthen customs and border control inspections. Implementation in Tanzania has primarily focussed on anti-poaching efforts, with less progress with building enforcement capacity at exit points. The evidence of these enhanced efforts has been observed in shifts in global ivory trade routes – for example, in the most recent assessment of seizures presented at the 17th CITES Conference of the Parties in Johannesburg, September 2016, the observed decreased role of Thailand in global ivory seizures was noted and the country downgraded from a country of 'primary concern' to 'secondary

concern'. Indonesia has not been identified as a country of significance in global ivory trafficking routes but has significant national priorities related to IWT as set out in its national GWP project. This project provides the opportunity to build on these national efforts and continue to decrease the extent to which these countries are implicated in seizures of illegal wildlife products as source, transit and/or destination States.

39. The project will contribute to several Aichi Targets of the Convention on Biological Diversity:

- *Target 1:* 'By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably';
- *Target 3:* By 2020, at the latest, incentives, including subsidies, harmful to biodiversity are eliminated, phased out or reformed in order to minimise or avoid negative impacts; and positive incentives for the conservation and sustainable use of biodiversity are developed and applied, consistent and in harmony with the Convention and other relevant international obligations, taking into account national socio economic conditions';
- *Target 12:* 'By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained'.

II. STRATEGY

Proposed Alternative Scenario

40. If the baseline scenario continues, progress is likely to continue to be made in law enforcement against wildlife trafficking, and tackling of the illegal wildlife trade as a whole, but may be slow and remain limited due to the barriers described above. If efforts are not stepped up, this rapidly increasing threat will not be effectively dealt with. An alternative scenario is therefore proposed, whereby the current actions to tackle the illegal wildlife trade are enhanced by i) greater willingness among law enforcement agencies and shipping industry stakeholders to take action to prevent wildlife trafficking, with the additional benefit of reducing the risk for corruption, and stronger capacity of these stakeholders to tackle wildlife trafficking both at ports and between countries, and ii) greater coordinated and integrated responses among relevant stakeholders, including UN entities, enhancing the support offered to national authorities.
41. Critical to the achievement of the alternative scenario is the need to bring together different players including public and private sector interests in transportation and trade routes. The basis for this partnership will be on responding to commitment #10 in the Buckingham Palace Declaration to establish a best practice system for combating wildlife trafficking at ports, which will be supported by this project.
42. Strong operational capacity at priority ports will increase the effective interception of wildlife consignments. This capacity will be enhanced as relevant agencies and stakeholders will be incentivised and supported to continually strengthen their performance. Finally, close cooperation at both inter-agency and inter-regional levels will ensure a higher rate of arrest and prosecution of leading wildlife trafficking criminals – and ensure that aligned and coordinated efforts support efficiency, consistent messaging and wise use of limited funds, thereby helping to disrupt the trafficking chain of illegal wildlife products between source and consumer.

Project Outcomes and Components and Theory of Change

43. The objective of the proposed project is: ***To reduce maritime trafficking of wildlife between Africa and Asia through strengthened wildlife law enforcement capacity at ports and improved South-South cooperation***, through breaking down each of the four barriers described in Section I. In supporting coordination, knowledge exchange and lessons learned among the national projects under the GWP, it will also contribute to the overall

objective of the global coordination project to *Create and implement an effective coordination and knowledge platform for the GEF-funded Global Wildlife Program.*

44. The project's objective will contribute to the GEF-6 Biodiversity Focal Area 2: Reduce Threats to Globally Significant Biodiversity, as part of Program 3: *Preventing the extinction of known threatened species*, which has a particular focus on combating poaching and IWT.
45. The project will be composed of three complementary components to address the barriers: i) Best practice in combating maritime wildlife trafficking; ii) Cooperation in combating maritime trafficking; iii) Knowledge management and monitoring and evaluation. Successful completion of these components is expected to result in the following three outcomes, in contribution to the overall objective:
 - Outcome 1: Stakeholders at ports and across the shipping sector work towards, and maintain, best practice in combating wildlife trafficking
 - Outcome 2: Strengthened South-South cooperation and enhanced UN coordination on combating wildlife trafficking
 - Outcome 3: Continuous learning and sharing of lessons across the Global Wildlife Program.
46. Achieving the objective through the three outcomes is based on several key assumptions:
 1. Establishing incentive mechanisms and capacity building in Component will incentivize port staff and relevant officials sufficiently to reach and maintain best practice in wildlife law enforcement and management to prevent illegal wildlife trafficking (by outweighing any incentives to cooperate with wildlife criminals).
 2. Greater awareness among workers along the supply chain of illegal wildlife trade, of the penalties for wildlife trafficking, and the benefits of diligence in preventing trafficking diminishes any incentives to collude with wildlife criminals.
 3. Strengthening capacity to tackle the illegal wildlife trade during transit will increase the number of seizures²² and increase rates of arrest and prosecution, which, together with other efforts to increase conviction rates (outside the scope of this project), will eliminate leading players from the illegal supply chain, and thereby reduce maritime trafficking of wildlife.
 4. Stronger familiarity between officials at selected ports, with increased communications and a greater capacity and willingness to cooperate on intelligence sharing and joint operations, will enhance South-South cooperation between ports and enable a more forceful response to wildlife trafficking criminals, through shared data and skills and increased coverage of the spatial movement of the crime, leading to increasing rates of arrest and prosecution.
 5. Enhanced coordination and aligned support programmes delivered by UN and international organizations will enhance the effects of the technical assistance offered to national authorities and further enable a more forceful and effective global response.
 6. Ongoing monitoring, evaluation, lessons learning and sharing during project implementation will contribute to the successful achievement of the project targets, and the achievement of the project objective.
47. Figure 2 demonstrates the Theory of Change for the proposed project. The Theory of Change for the GWP global coordination project (Annex 12) should also be referred to.

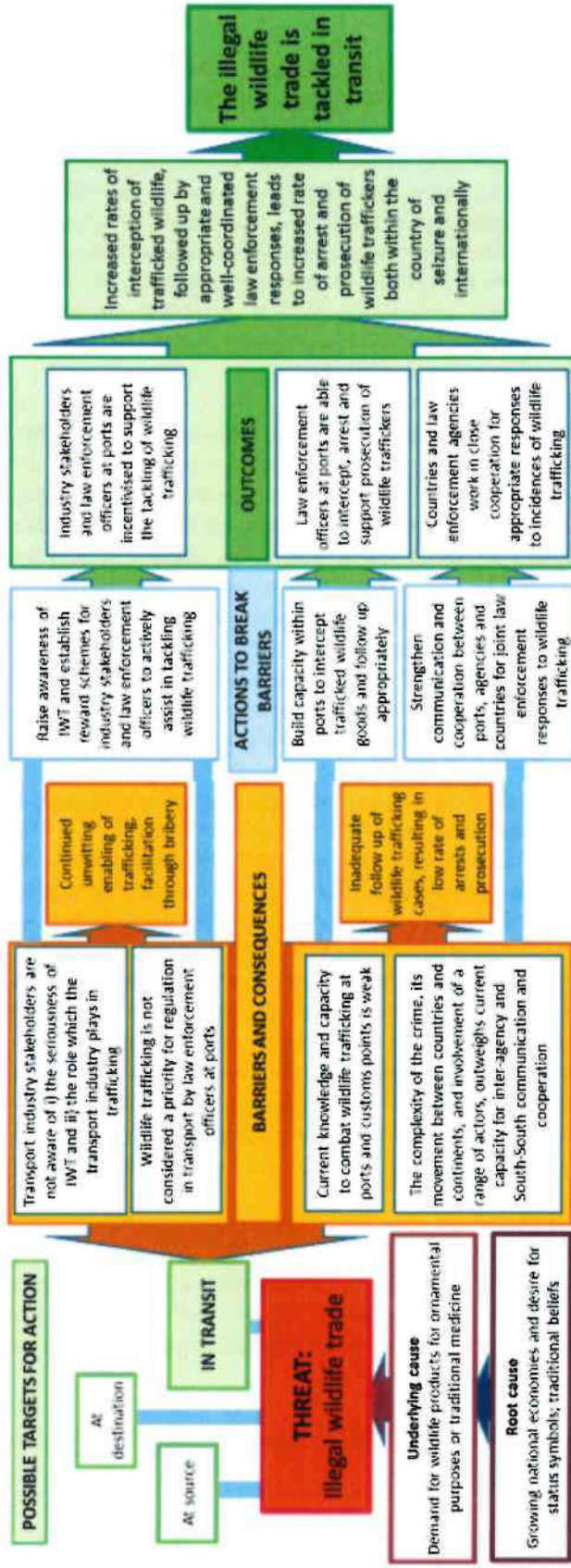


Figure 2. The Theory of Change for the project.

Incremental Cost Reasoning and Expected Baseline Contributions

48. Although the global conservation community has acknowledged that the illegal wildlife trade needs to be tackled throughout the supply chain, many investments have thus far been isolated initiatives (both geographically and strategically), inadequately resourced, and with little coordination with other initiatives. Relatively low investment has been made to intercept the trade during transit although this has been changing in recent years²³. As a result, large-scale consignments of ivory and other illegal goods continue to be trafficked between continents with little risk of interception and a low likelihood of arrest and subsequent prosecution. Without effective inter-agency and South-South cooperation in tackling the trade in transit between Africa and Asia, linking efforts in Africa with those in Asia, high-level wildlife traffickers will continue to operate. The illegal trade in wildlife products will continue to put increasing pressure on law enforcement and wildlife protection efforts in source countries, with a high likelihood of further declines in wildlife populations, potentially towards species extinction.
49. The above-mentioned investments should make a significant contribution to the disruption of wildlife trafficking during transit. However, a gap still exists between the resources and capacity required to comprehensively combat maritime trafficking of wildlife and what is available, including in the following areas: i) incentives for greater diligence among industry stakeholders and law enforcement officers to prevent wildlife trafficking; ii) general law enforcement capacity among port-based stakeholders; iii) physical means of preventing corruption within trade through ports, to support other more 'values-based' anti-corruption programmes; iv) means for ports to monitor and evaluate their performance in tackling wildlife trafficking; and v) cooperative relationships between specific ports in Africa and Asia in support of South-South joint responses to wildlife trafficking incidences, as well as more overall collaboration among the actors combating illegal wildlife trade. This lack of capacity along transit routes restricts the ability to arrest and prosecute the more powerful players within the illegal wildlife trade, who control the goods further along the supply chain.
50. With investment from the GEF, the proposed project will fill the above-mentioned gaps and ensure a comprehensive solution to tackling wildlife trafficking. It will directly respond to commitment #10 of the Buckingham Palace Declaration, bringing together public and private partners with UN organizations to respond to the need for a best practice system for combating maritime trafficking. It will build upon existing efforts to combat wildlife trafficking and the lessons from these, and enhance their success by creating an incentive scheme for best practice in preventing wildlife trafficking at ports and among the shipping industry; pilot comprehensive gap analysis for ports building on existing efforts such as those used by UNODC and WCO and broaden these to include port operators, with the aim of introducing a new self-assessment system for ports to monitor their anti-trafficking performance; and strengthening South-South relationships between ports, and between different players with a mandate in combating IWT. The proposed project will work alongside the UNODC-WCO Container Control Programme as relevant to ensure a consistent and well-coordinated building of capacity both within and between all focal countries. The project will also be used to explore how enhanced coordination across the UN system can strengthen the impact and efficiency of UN projects and technical assistance.
51. Moreover, the project will build upon the actions of relevant national projects in the GWP by providing additional trafficking capacity-building support and assistance for countries to work together to combat wildlife trafficking. Furthermore, strengthening cooperation among key countries will in turn maximise the effectiveness of these national projects by effectively combining each country's increased capacity to create a transnational response to this transnational crime.
52. A summary of relevant baseline contributions to tackling wildlife trafficking between Africa and Asia and the incremental reasoning for the project is shown in the table below.

²³ Vira, V., Ewing, T. and Miller, J. (2014) *Out of Africa: mapping the global trade in illicit elephant ivory*. CAADS and Barn Free Foundation. 59pp.

Table 1. The incremental reasoning for the proposed project

Baseline		Incremental reasoning for the alternative scenario
Initiative	Action	GEF Investment
UNODC-WCO Container Control Programme: US\$1.8 m (for three ports)	For Mombasa, Dar es Salaam and Laem Chabang ports: Three-year CCP: Establishing Port Control Units; strengthening capacity for container risk assessments and identification of wildlife and timber species; promoting cooperation and information sharing between countries and with the broader customs and policing community; enhancing mechanisms for collection and management of container intelligence and risk assessments.	The proposed project will support the implementation of the CCP and enhance its impacts by increasing the sophistication of automated container risk assessments, and funding training in wildlife law enforcement at ports based on identified capacity needs (aligned to the CCP's training activities) under Outcome 1. It will also provide the same capacity support for Surabaya port, which does not currently have the CCP. The project will also support communications between ports (using WCO tools such as Environet and ContainerCOMM as a basis) and enhance this by providing joint wildlife law enforcement training to enable port-based staff (within the PCUs as applicable) to build relationships, and provide training in specialized investigation techniques such as controlled deliveries in partnership with UNODC and other ICCWC partners in Component 2. This focus placed on the four ports will maximise the impacts of the CCP by creating a network of key ports between which there is strong and effective cooperation in tackling wildlife trafficking. The focus on best practice under Component 1 will enhance the capacity building activities of both this project and the CCP, by increasing the willingness of staff to use their strengthened capacity to significantly improve anti-trafficking performance.
TRAFFIC Wildlife-TRAPS US\$1.5m	Understanding the status and trends in wildlife trafficking between Africa and Asia; collaborative action planning; implementing action plans. Focusing on improved use of procedures and technologies; smarter monitoring; replication of successful actions; tackling underlying causes of regulatory failures; new technologies for transparent trade; stimulating political and corporate will.	The project will serve as a demonstration of incentivising and supporting best practice at ports (Component 1) and between countries (Component 2). It will also increase political and corporate will for combating trafficking. All lessons learned during the project will inform the action planning of the Wildlife-TRAPS project.
ROUTES partnership c.US\$8m	To reduce the use of legal supply chains for transporting wildlife goods by: Improving data/analytics for evidence based action within passenger/cargo supply chains; engaging corporate leadership; improving capacity of transport staff to assist law enforcement; integrating wildlife trafficking into industry standards/protocols; increasing passenger/client awareness.	The ROUTES partnership will initially focus on the aviation industry rather than the maritime industry, due to currently greater will of aviation companies; the proposed project will therefore fill this gap by taking immediate action to tackle maritime wildlife trafficking - where volumes of trafficked ivory are greatest - including by generating the will of the maritime industry to work towards best practice in combating wildlife trafficking in Component 1. Once the ROUTES partnership expands into maritime transport, a strong basis for learning lessons and building on success will be in place.
GEF GWP national projects:	Kenya: Strengthening governance of biodiversity and IWT; reducing poaching and illegal wildlife trade	All four national projects include support for inter-agency coordination and strengthening of border controls. The intensive investment into both of these aspects by the proposed project, focusing specifically

Baseline	Incremental reasoning for the alternative scenario
<p>Kenya: GEF: US\$3.8 m; co-fin.: \$20.6m</p> <p>Tanzania: GEF: US\$5.4 m; co-fin: US\$24.m</p> <p>Indonesia: GEF: US\$7.m; co-fin: US\$42.m</p> <p>Thailand: GEF: US\$4.m; co-fin: US\$14.8 m</p>	<p>within their main ports, will greatly enhance the effectiveness of the nationally-based activities.</p> <p>Consequently, this capacity building at ports and strengthening of inter-agency coordination will increase the risk of interception, arrest and prosecution of wildlife criminals, helping to prevent poaching and wildlife trafficking. The project's targeting of both Mombasa and Dar es Salaam – important ports in East Africa – will provide a double barrier against exporting of wildlife goods, since traffickers will be prevented from using either port as an alternative to the other. In the long term, the reduction in poaching and sustained (and increasing) wildlife populations will support the success of all rural socioeconomic development initiatives.</p> <p>Work towards best practice at ports (under Component 1) will support increased stakeholder buy-in to improving capacity. It will also build on enforcement cooperation activities through its port-focused inter-agency and international coordination in Component 2, supporting national project targets to increase seizures, arrests and prosecutions. The project will also provide a simple means for the global and national projects to monitor success and improvement in capacity at ports, through a port-based self-assessment tool (under Component 1).</p> <p>More broadly, the proposed project will also enhance the success of the national projects by creating and strengthening specific connections between the ports of each country and preventing the current trend of isolation of successful initiatives (through Component 2). Each country will be able to use their strengthened capacity at ports to then cooperate with other countries in tackling wildlife trafficking from both the African export side and the Asian transit and import side, such as through implementing controlled deliveries, consequently increasing rates of arrest and prosecution of international wildlife trafficking criminals.</p>

Innovativeness, Sustainability and Potential for Scaling Up

53. **Innovativeness:** The proposed project is innovative because it will bring together public and private partners and international expertise across a number of sectors – enforcement, customs regulation, law, wildlife trade regulation – to develop a coordinated response for combating wildlife trafficking at maritime ports. It will leverage commitments and willingness under existing agreements such as the Buckingham Palace Declaration and support the development of new incentives and tools for encouraging and measuring effective wildlife anti-trafficking measures at ports. It will combine the expertise of UNODC and other ICCWC partners in strengthening port-based capacity to combat wildlife trafficking. The project will incentivise excellence in law enforcement agencies, port authorities and operators as well as shipping-related companies in their efforts to combat maritime wildlife trafficking.
54. **Sustainability:** Systems will be put in place, awareness and both technical and physical capacity strengthened and networks of contacts built which all should persist beyond the lifetime of the project to support the continued interception of wildlife trafficking. All training courses (including in wildlife law enforcement and inter-agency and South-South cooperation) will be followed up by the 'training of trainers', for long-lasting in-house capacity building.
55. The project aims to build a community of practice of ports that are committed to work towards achieving best practice in combating wildlife trafficking. This will ensure sustainability of project impacts and could also have reputational benefits for participating ports, further enhancing sustainability.

56. Throughout the project, outputs and lessons learned will be documented and disseminated. The project will contribute to the development of a best practice ports 'toolkit' through the preparation of training materials, case studies and expertise to enable continued successful implementation of the activities first introduced and demonstrated by the project. By collaborating with other initiatives, such as the UNODC-WCO Container Control Programme and ROUTES projects, the UFW Task Force, and other projects within the GWP, as well as enhanced UN inter-agency collaboration, the project will encourage the mainstreaming of lessons learned from this project into the wider community of initiatives working to tackle wildlife trafficking.
57. **Scaling up:** The proposed project is very suitable for scaling up. The work to establish best practice methodologies and commitment for ports provides the foundations on which to replicate and scale up project activities by creating the incentives for ports to improve performance and providing the technical support for them to do so.
58. While four ports will be the main focus of project activities (e.g. the project is anticipated to support up to four comprehensive port gap analyses and responding capacity building efforts), further ports among GWP countries will be engaged more broadly in the project, and invited to participate in joint training activities and pilot and use project outputs such as the port self-assessment tool. This will build awareness and support for the concept of best practice ports and enable the gradual upscaling and replication of project approaches.
59. Although focusing primarily on wildlife trafficking at maritime ports, the project's activities could be applied to many different circumstances, whether for different species (e.g. illegally trafficked timber), different types of trafficking hubs (e.g. airports), or different trade geographies. Indeed, the ROUTES partnership will involve similar capacity building initiatives to strengthen wildlife law enforcement within the aviation industry. This project aims to collaborate closely with the ROUTES partnership so that its work may be replicated and upscaled as appropriate.
60. In addition, the increased UN inter-agency coordination that will be strengthened through this project is designed to extend well beyond both the scope and duration of this project. That collaboration entails not only the building and strengthening of personal contacts between UN entities, but will also institutionalize these relationships. This project will strengthen collaborative partnerships between core UN agencies with mandates related to illicit wildlife trafficking. This will have impact well beyond this project.

III. RESULTS AND PARTNERSHIPS

i. Expected Results

Project objective, outcomes and outputs

61. **Project objective:** To reduce maritime trafficking of wildlife between Africa and Asia through strengthened wildlife law enforcement capacity at ports and improved South-South and institutional cooperation.
62. The project will produce 7 outputs within three components:

Component 1: Best practice in combating maritime wildlife trafficking

Outcome 1: Stakeholders at ports and across the shipping sector work towards, and maintain, best practice in combating wildlife trafficking

GEF investment: \$1,000,400; Co-financing (estimated): \$2,000,000

63. This component aims to increase awareness, incentives, and capacity for port-based law enforcement staff, port operational staff and the shipping industry, to support the achievement of best practice in combating maritime wildlife trafficking at sea ports. In doing so it directly responds to commitment #10 of the Buckingham Palace Declaration. UfW Transport Task Force members will be engaged in the implementation of this component and it has been designed to build on the efforts of signatories to the Buckingham Palace Declaration.
64. This component will: i) build awareness among port-based stakeholders and shipping industry to provide a foundation for efforts to achieve best practice in combating wildlife trafficking across the maritime sector; ii) develop a methodology for assessing best practice in combating maritime wildlife trafficking at ports and pilot its use at up to four ports along with targeted capacity-building efforts, and develop a self-assessment monitoring tool for ports to monitor enhanced performance; iii) pilot incentives to engage and reward ports that excel in combating wildlife trafficking, including through exploring the feasibility of a best practice certification scheme.
65. Component 1 will build off existing baseline efforts, including the efforts of signatories to the Buckingham Palace Declaration and the UfW Transport Task Force, the ROUTES partnership, and port-based technical assessments and customs capacity-building such as the UNODC-WCO Container Control Programme and the WCO INAMA customs capacity-building programme for sub-Saharan Africa. Component 1 will also build on, and dovetail with, national efforts to strengthen law enforcement at key trade ports implemented through national GWP projects.
66. Activities under Component 1 will target African and Asian ports implicated in key illicit wildlife trade routes. Preference will be given to ports located in countries that have a national GWP project, and where possible, opportunities will be identified to deliver activities that build on national GWP projects with parallel investment from these projects. Four ports have preliminarily been selected: Dar es Salaam (Tanzania), Mombasa (Kenya), Surabaya (Indonesia) and Laem Chabang (Thailand). However other ports within GWP countries will also be considered for specific activities based on interest, needs and alignment to national GWP project implementation. These may include other ports in Indonesia involved in the GWP national project; Cebu City and Butuan City ports in the Philippines; Beira and Maputo ports in Mozambique; and Cat Lai port and Saigon Premier Container Terminal in Vietnam.
67. The implementation of Component 1 will be supported by more detailed concept notes, work plans and partnership arrangements that will be developed during the project inception phase and agreed with key stakeholders such as members of the UfW Transport Task Force and UNODC-WCO Container Control Programme.

Output 1.1: Awareness of maritime transport stakeholders strengthened through port-based awareness-raising campaigns and a global shipping industry workshop

[GWP Global Coordination Project PAD 'expected outputs': awareness campaigns conducted among maritime industry stakeholders regarding i) negative impacts of illegal wildlife trade and penalties for involvement; and ii) benefits of helping to combat IWT]

68. Awareness-raising is pivotal because there are individuals who either actively take decisions to traffic wildlife products, or facilitate trafficking through lack of understanding of the severity of wildlife crime impacts and the key actions that need to be taken. A more comprehensive understanding of the risks and effects of actions, and of the broad-ranging impacts and consequences of illegal wildlife trade, may motivate them to behave differently.
69. Indicative activities proposed under this output are:

- Development and implementation of an **awareness-raising campaign for port-based stakeholders and staff**. The campaign will be designed as a two-part awareness campaign for targeted ports, first to raise awareness of the illegal wildlife trade, its impacts and penalties for involvement, in order to disincentivise any collusion of industry stakeholders with wildlife traffickers; and secondly to promote the best practice approaches and actions that can be taken to combat wildlife trafficking at ports and its potential benefits to ports and businesses with regards to reputation and revenue, in order to incentivise greater diligence and participation in the scheme. Opportunities to adapt to, and build on, earlier successful awareness-raising material such as individual efforts by UfW Transport Task Force members; the joint UN Wild for Life campaign, and ROUTES partnership materials developed for airports, will be explored. Social and Behaviour Change Communications (SBCC) and awareness-raising campaigns on combating IWT completed by TRAFFIC will also be reviewed for best practices and lessons learned that could inform the delivery of the Output. The campaign will be developed and implemented by a specialised awareness campaigns company.
- The convening of a **global workshop for the maritime sector** to i) raise awareness and support among shipping companies, freight forwarders and clearing agents of illegal wildlife trade, maritime smuggling routes and concealment methods, and CITES requirements and documentation, and ii) stocktake existing efforts among stakeholders across the maritime sector and identify key parts of the supply chain and areas for enhanced efforts. The workshop will help support the assessment of progress towards the Buckingham Palace Declaration in the leadup to the London 2018 IWT conference. It will also raise awareness of the role the shipping industry can play in combating illegal wildlife trade, including through becoming a signatory to the Buckingham Palace Declaration, and help generate ideas and solutions for collaborative action. The workshop will be followed up with further action as recommended in the workshop, possibly including the i) the completion of an 'implementation roadmap' for the maritime sector in working towards the implementation of the Buckingham Palace Declaration, and ii) production of targeted guidelines for preventing wildlife trafficking within particular points of the supply chain. The workshop is envisaged to be held jointly with TRAFFIC's Wildlife-TRAPS project and ROUTES partnership, and this opportunity will be further assessed during the project inception phase.
- Production and dissemination of **awareness-raising materials for port stakeholders and the shipping industry**, including to encourage completion of relevant online courses on combating wildlife crime and promote engagement in relevant partnerships and initiatives. Awareness-raising materials will be developed to respond to the identified needs of members of the UfW Transport Task Force.

Output 1.2: Comprehensive multi-stakeholder gap analysis conducted at key ports and capacity strengthening for wildlife law enforcement

[GWP Global Coordination Project PAD 'expected outputs': anti-trafficking monitoring system for ports developed; container clearance systems and facilities updated, with relevant training provided; anti-corruption measures implemented at priority ports]

70. The concept of achieving best practice in combating wildlife trafficking at ports will require a clear understanding of what best practice is and its component minimum standards, along with the ability to assess and measure the strengths and weaknesses of individual ports against these criteria. This output will focus on putting in place these tools and support a number of ports to work towards achieving best practice.
71. While there are a number of existing, important baseline activities and assessments such as the UNODC-WCO Container Control Programme and the recently-developed WCO INAMA institutional capacity assessment tool, these have not been brought together into a comprehensive methodology that considers customs and law enforcement capacity, legal aspects, management and business systems, and related matters that outline the potential benefits that port operators could receive through enhanced efforts to combat wildlife trafficking. This output will pilot the development of such a collaborative, multi-sector methodology, involving partners from the UfW Transport Task Force and the UNODC-WCO Container Control Programme, and deploy targeted capacity building in response to the identified needs of the gap analysis. In parallel, it will develop and pilot the

use of a ports self-assessment monitoring tool so that ports can monitor their performance and progress over time.

72. Up to four ports with different capacity-needs and contexts will be targeted under this output. All capacity-building initiatives will be adapted to target the specific needs and situation of each port. The involvement of different ports and the deployment of different approaches will maximize the potential for lessons learned to provide best practice in combating illegal trade in wildlife.

73. Indicative activities proposed under this output are:

- Development of a **methodology for a comprehensive ‘best practice ports’ gap analysis** for port-based stakeholders. The methodology will be based upon a review of existing methodologies (e.g. UNODC-WCO Container Control Programme assessments, the WCO-INAMA institutional capacity assessment, the International Air Transport Association (IATA) Airport Wildlife Trafficking Assessment Tool²⁴ developed for airports with the support of the WCO and the ROUTES partnership, TradeMark East Africa) and an assessment of their relative and combined coverage and gaps.
- Pilot the **deployment of the best practice gap analysis methodology in up to four ports**, through a multi-stakeholder team bringing together members of the UfW Transport Task Force and ICCWC partners. Prior to each gap analysis existing reports will be reviewed and assessed to identify key findings and inform the scope and coverage of the port assessment. The gap analysis will determine specific capacity needs across a range of areas (e.g. business systems and processes, legal aspects and requirements, anti-corruption measures, threats to maritime and port security, risk assessment, customs and wildlife law enforcement) and result in detailed recommendations for action. The first proposed port to pilot the gap analysis is Dar es Salaam in Tanzania due to strong aligned interest of partners in the UfW Transport Task Force and the potential to build upon the existing UNODC-WCO Container Control Programme.
- Implementation of **targeted capacity strengthening and enhancement** in response to the results of completed port gap analyses (and prior baseline assessments conducted at each port). Capacity building will be aligned to the specific needs of the individual port and will include a mix of specialist training, support for information management and the use of technology to strengthen risk assessment (e.g. CITES e-permitting), and/or the provision of essential equipment to strengthen law enforcement. Specific areas for capacity building may include the identification and management of CITES-listed species; coordination among customs, police and prosecution authorities; implementation of anti-corruption measures; appropriate storage, management and release of seized wildlife specimens; and support for secondment of additional wildlife agency staff to ports. The latter may entail visits to high performing ports and knowledge-sharing workshops to build awareness of each agency's roles and boundaries. Support will also be provided to incorporate wildlife-related information into other courses (e.g. UNODC-WCO Container Control Programme) on intelligence, risk assessment and detection to ensure that baseline efforts are built upon. Follow-up training of in-house trainers will be provided. Specialized capacity-building training at the target ports is envisaged to be delivered in partnership with UNODC (under the auspices of ICCWC), via a UN-to-UN Agreement between UNDP and UNODC.
- The development, piloting and roll-out of a **self-assessment monitoring tool for port stakeholders** to assess their performance and improvements in combating wildlife trafficking. The aim is to develop a simple, repeatable tool – aligned to minimum standards for combating wildlife trafficking – that can be implemented by ports and used to measure improvements over time. A draft self-assessment tool, provisionally titled “PortMATE – port-based monitoring and threat assessment evaluation tool”, is provided in Annex 16. This early draft was developed using the framework of the ICCWC Indicator Framework for Combating Wildlife and Forest Crime which is considered to provide a useful template for replication. The draft PortMATE methodology has been piloted at ports within the GWP national projects. The draft

²⁴ <http://www.iata.org/pressroom/pr/Pages/2016-11-17-01.aspx>

assessment tool will be further refined during implementation based on discussions with key stakeholders, further review of existing tools, and the format of the completed gap assessment methodology. It will be piloted at a range of ports and finalized based on the results of the pilots and feedback on its application. Support will also be provided to build the capacity of local staff in conducting assessments.

- Provision of support to **integrate ports-based stakeholders within law enforcement capacity-building** delivered under GWP national projects, identified on an opportunistic basis during project implementation.

Output 1.3: Best practice in combating wildlife trafficking incentivised through an excellence scheme and/or excellence awards

[GWP Global Coordination Project PAD 'expected outputs': best practice ports incentive scheme developed]

74. Enhanced awareness should, at least to some extent, function as an incentive to combat illegal trade in wildlife. This project will also consider other means to provide incentives including the feasibility of implementing a best practice ports scheme, either in its own right or through inclusion of combating wildlife trafficking within an existing, relevant certification scheme(s) for ports. The project will also support the delivery of excellence awards and other incentives for stakeholders in the maritime sector that step up efforts and/or perform particularly well. These activities will also help build a culture of transparency and accountability around the role of the transport sector in IWT and their responsibility to help combat it.

75. Indicative activities proposed under this output are:

- Completion of a **feasibility study for a best practice 'Ports of Excellence' scheme**. The study will identify how incentives for improving port performance could best be designed to motivate ports to strengthen efforts at combating wildlife trafficking. It will be based upon a survey of incentives and disincentives of stakeholders at target ports and a review of existing best practice schemes, certifications and already available awards for ports. The feasibility study will also consider opportunities for the incorporation of a component to combat wildlife trafficking into existing environmental scheme(s). Please see Annex 15 for more details on the draft 'Ports of Excellence' concept and summaries of other similar schemes (to be explored further through the feasibility assessment).
- Subject to confirmation of feasibility and the findings of the feasibility assessment: **Design, development and branding of the identified incentive option(s)** and support for the implementation of the identified option(s) among target ports on a pilot basis.
- Establishment of **awards for excellence in combating maritime wildlife trafficking** at ports and convening of an awards ceremony by project close. Opportunities to integrate a best practice ports award(s) into an existing relevant awards scheme (e.g. UN Environment Asia environmental enforcement awards) will be explored to facilitate long-term sustainability.

Component 2: Cooperation in combating maritime wildlife trafficking

Outcome 2: Strengthened coordination and enhanced South-South cooperation on combating wildlife trafficking

GEF investment: \$662,350; Co-financing (estimated): \$1,000,000

76. Component 2 will focus on bringing together different ports, countries and players to work cooperatively on combating wildlife trafficking across key illicit trade chains. This component works in parallel with the largely national focus and capacity-building in Component 1 to strengthen capacity and willingness to cooperate at an international level. It will also strengthen collaboration between UN entities with a mandate related to combating wildlife crime to leverage the strengths and expertise of different agencies into coordinated, efficient and targeted support to national governments.

77. Component 2 will build off existing baseline efforts such as the Port Control Units (PCUs) established under the UNODC-WCO Container Control Programme. These provide a strong basis for inter-agency and inter-port communication and the project will focus on strengthening communication between PCUs directly and through joint training establishing personal contacts which is likely to make them more prone to contact and trust each other with news of wildlife trafficking incidents and collaborate on law enforcement. Opportunistic and strategic activities to enhance collaboration on combating trafficking between GWP countries will also be supported.
78. This component will: i) establish and strengthen South-south communication systems, collaboration networks and capacity for international cooperation including the use of specialized investigation techniques in combating wildlife trafficking; and ii) deliver a range of jointly-delivered UN initiatives among member entities of the UN Inter-agency Task Force on Illicit Trade in Wildlife and Forest Products.
79. This component will be focussed on GWP projects with a focus on combating wildlife trafficking, including the target ports of Component 1.

Output 2.1: South-south communication systems, networks and capacity for international cooperation strengthened

[GWP Global Coordination Project PAD 'expected outputs': training provided for inter-agency and South-South cooperation; transnational port liaison offices established; emergency response fund established; communication measures established among relevant agencies and other industry stakeholders]

80. This output will build on ongoing international cooperation efforts of ICCWC and the GWP and focus on building port-to-port level cooperation and cooperation among countries implicated in illicit wildlife trade chains. Its focus will be on putting in place and strengthening the essential systems, tools and capacity that are needed for ports and individual enforcement agencies to collaborate with others across Africa and Asia. Through focused training and relationship-building support for the target ports in Component 1, building familiarity between staff of target ports and strengthening direct communications between ports, this output will help ensure that by the end of the project not only are these ports activity working towards best practice in combating wildlife trafficking, but they are also working together effectively across GWP countries to combat wildlife crime along maritime trafficking routes.
81. Specific activities under this output (e.g. specialized training on information-sharing and specialized investigation techniques) will be carried out in partnership with UNODC (under the auspices of ICCWC) and delivered under a UN-to-UN Agreement between UNDP and UNODC.
82. Indicative activities proposed under this output are:
- **Specialized training on information-sharing** and the use of secure information-sharing facilities, including through a joint workshop for up to four ports. The project will support the use of Container Control Programme's secure communication facility, ContainerCOMM, developed by the WCO, as the basis for port-port communications. Training on appropriate communication of information and on South-South cooperation obligations and mechanisms will be carried out in a joint workshop so that staff can become familiar with staff from other ports, encouraging stronger communications between them. A follow up joint training course, which will include specific training for in-house trainers, will ensure the sustainability of this increased capacity and port-port familiarity.
 - **Collaborative training on specialized investigative techniques** that support international cooperation, such as controlled deliveries. It is expected that at least one joint training event will be conducted, with the final topic to be determined based on the results of gap analyses conducted in Component 1 and the implementation of national GWP projects. The provisional topic is controlled deliveries, which would include review of legislation of participating countries to ensure that legislation effectively supports and enables the use of controlled deliveries in law enforcement followed by training in controlled deliveries,

communications procedures and tracking methods. Tracking and listening devices will be purchased and provided for each participating port. Following the initial training, two mock controlled deliveries will be carried out between pairings of an African and Asian focal port. A controlled delivery focal point will be identified at each port, to be responsible for coordinating any controlled deliveries as well as for providing follow-up training in the future, enabled by the training of in-house trainers.

- **Technical support to strengthen capacity and collaboration** to combat wildlife trafficking across GWP countries. Specific support will be identified opportunistically during the implementation of GWP national projects in accordance with identified needs and weaknesses. Priority will be placed on identifying key technical needs and gaps that are affecting multiple GWP countries and that can be addressed through joint training, collaborative learning, or facilitation of knowledge exchanges between GWP countries and thematic specialists.
- Provision of **'on demand' specialist law enforcement support** and advisory services to port stakeholders and national law enforcement agencies, including for emergency responses where immediate advice, technical support and/or financial assistance (e.g. travel) is needed to bring countries together to cooperate on significant wildlife crime incidents, cases or investigations. This will be facilitated through partnership with GWP national projects and UNDP Country Offices to allow for quick responses on-the-ground.

Output 2.2: Collaborative UN initiatives delivered in support of national efforts to combat illicit trade in wildlife

[GWP Global Coordination Project PAD indicator: 'Number of UN wildlife supported initiatives'; PAD 'expected outputs: N/A]

83. In addition to enhanced collaboration among selected ports and GWP countries, this project will encourage stronger coordination among – and joint efforts by – concerned UN agencies. There are a number of UN entities with a mandate related to combating illegal wildlife trade that are actively providing counter-trafficking support to countries and regions, primarily within the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products. This UN Task Force brings together the collective expertise, convening power and in-country presence of the UN agencies and conventions most closely involved in tackling illicit trade in wildlife and forest products. The following UN entities are part of this Task Force: the Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES Secretariat), the United Nations Department of Economic and Social Affairs (DESA), the United Nations Department of Political Affairs (DPA), the United Nations Department of Public Information (DPI), the United Nations Department for Peacekeeping Operations (DPKO), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and the United Nations Office on Drugs and Crime (UNODC). The Task Force is a "One UN" response designed to further integrate and leverage the ongoing efforts of these UN entities in line with their individual mandates.
84. The project will identify and pilot opportunities for increasing UN partnerships and collaboration within the Task Force, supporting better alignment and coordination among agencies to minimise duplication of efforts and identify on-ground synergies, provide consistent messaging, and ensure cost-efficient and effective delivery²⁵.
85. Indicative activities proposed under this output are:
- Convening of a **wildlife crime law symposium for francophone Africa**. The event will target GWP countries and build off the Africa-Asia Pacific Symposium on Strengthening Legal Frameworks to Combat Wildlife Crime which brought together wildlife law and criminal justice officers from 22 countries in July 2017. The

²⁵ This will be in line with Decision 2015/1 on Illicit Trade in Wildlife and Forest Products adopted by the United Nations Secretary-General (UNSG)'s Policy Committee, at its meeting on 3 February 2015, and UN General Assembly Resolution 69/314 on Tackling Illicit Trafficking in Wildlife of 30 July 2015, as well as the 27 June 2016 response by the Deputy Secretary-General in an Interoffice Memorandum, on behalf of the Secretary-General, to a Submission by the eight agencies, welcoming their proposed operational arrangements to advance the implementation of a UN response to combat illicit trafficking of wildlife, including the setting up of an Inter-Agency Task Force and a small secretariat.

Francophone symposium will follow a similar methodology and approach and jointly target Ministries responsible for wildlife trade/management and justice. A draft concept note for the symposium is provided at Annex 17.

- The joint production of **awareness-raising, outreach and capacity-building materials**, such as a Massive Open Online Course on illegal trade in wildlife, and the translation of such material into different languages.
- Coordinated **UN support to the implementation of the African Strategy on Combating Illegal Exploitation and Illegal Trade in Wild Fauna and Flora in Africa**.
- Jointly-delivered **capacity strengthening** to support counter-wildlife trafficking efforts across GWP countries, developed and agreed based on the identified needs and implementation progress of national projects.

Component 3: Knowledge management and monitoring and evaluation

Outcome 3: Continuous learning and sharing of lessons and results ensures maximum success of the GWP and its wider longer-term impact

GEF investment: \$247,250; Co-financing (estimated): \$250,000

86. Component 3 will focus on knowledge management since it is viewed as critical to the achievement of the project objective. Ongoing learning and adaptive management of the project as well as intra-UN coordination, learning from and sharing of information with other initiatives working at ports will contribute significantly to ensuring a successful project. This will include internal knowledge management, i.e. monitoring of project progress, as well as bringing in best practice from and disseminating knowledge across the GWP, across other relevant GEF projects, and across projects and initiatives implemented by other players (e.g. the ROUTES partnership).
87. This component will: i) identify, document and disseminate best practices and lessons learned on combating wildlife trafficking; and ii) ensure effective monitoring and evaluation of project results, along with coordination of monitoring and evaluation across the GWP to support a consistent approach to measuring the effectiveness of counter-wildlife trafficking efforts.

Output 3.1: Documentation of best practices and lessons shared across the GWP and with other initiatives

[GWP Global Coordination Project PAD 'expected outputs': Toolkit for strengthening IWT law enforcement capacity at ports created]

88. This project forms part of the GWP which provides a global platform for the sharing and exchange of knowledge, including best practices and lessons learned from project implementation. The project will ensure that information and knowledge accumulated within the project is codified and documented for sharing and upscaling efforts. Project management will also attend events to learn from others, and to share lessons from the project and its results, such as the global coordination and knowledge exchange events facilitated as part of the GWP, as well as those hosted by other relevant organizations and partnerships such as the UfW Transport Task Force and the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products. This output constitutes the specific 'knowledge management' aspect of the full Monitoring and Evaluation plan.
89. Indicative activities proposed under this Output are:
- Active participation in **GWP virtual and face-to-face knowledge exchange events**, along with support for the identification of topics for future knowledge exchange events based on the individual and combined needs of GWP projects, and the convening of knowledge exchange events delivered by UNDP and project partners.

- Identification and **documentation of best practices and lessons learned** on combating wildlife trafficking pulled together across this project, among signatories to the Buckingham Palace Declaration, and among GWP national projects. The project will also support the dissemination of best practices and lessons learned with the GWP and with initiatives of other partners, and help embed relevant practices within projects in the UNDP-GEF ecosystems and biodiversity portfolio to help secure and sustain wider, long-term impact.
- Production of **specific learning and awareness-raising materials** for best practice in combating wildlife trafficking. These will be built using documentation of project activities, best practices, results and lessons learned and presented in the learning format deemed most appropriate (e.g. posters, videos, e-learning courses). Once materials have been developed they will be promoted and disseminated among project ports, GWP countries and partner organizations. Learning materials will be developed to build on the materials and existing platforms of partners (e.g. United for Wildlife resource portal), rather than develop a new platform to house these materials.

Output 3.2: Project activities and results regularly monitored and evaluated

[GWP Global Coordination Project PAD 'expected outputs': N/A]

90. Ongoing project monitoring, and evaluation of project activities and results, will be conducted under this output. Apart from project-specific data, other relevant information may be gathered through government statistics (e.g. seizures). Regular project reports will inform the project management unit of any need for project adjustments and inform future work planning. Please see Section VI for the full Monitoring and Evaluation plan.
91. Indicative activities proposed under this Output are:
- Review and update **M&E plan** including results framework baselines during project inception phase.
 - The holding of a **project inception workshop** (and/or series of inception meetings), and the preparation of an inception report and detailed concept notes and work plan to support the implementation of different outputs.
 - Oversight missions and periodic reporting for the project, along with support for **coordinated monitoring and reporting** for GWP national projects.
 - Contributions to the **mid-term review and terminal evaluation** of the GWP Global Coordination Project coordinated by the World Bank, and the preparation of project-specific management responses to follow up on relevant recommendations from these independent reviews of progress.

National and Local Socioeconomic Benefits and Resulting Global Environmental Benefits

92. This project will provide socioeconomic benefits at both national and local levels. In terms of income generation, at the local level, shipping-related businesses will benefit from reduced corruption, fewer interceptions of their legal goods due to untargeted inspections, and altogether faster processing of trade which will reduce their costs and could enhance their revenue. Each port authority and organisation participating in the Ports of Excellence scheme will also grow its reputation as one that is actively against trafficking and corruption, offering reputational benefits. At the national level, the increased interception of illegal goods, reduction of corruption and increased efficiency in container processing could result in greater revenue generation from international trade, leading to long term national economic development.
93. The disruption of the wildlife trafficking chain, with the associated criminals removed from the supply chain, will help to restore security at both national and local levels. National security will benefit from improved governance and transparent trade procedures, as well as from the prevention of wildlife products such as ivory from funding activities of serious criminal groups. Local port stakeholders will be less exposed to criminals and

illegal activity; combating wildlife crime will also reduce insecurity and criminal activity in rural areas, where wildlife is abundant, which will particularly benefit women and other vulnerable groups. In addition, the prevention of corruption will benefit local people.

94. Ultimately, preventing the illegal wildlife trade will reduce poaching of globally significant species such as African elephants and rhinoceros. Recovering wildlife populations will then support sustainable rural community development by their increasing value as a natural asset, such as through wildlife tourism, or by helping to maintain healthy ecosystems. In turn, as species and their habitats are better managed both nationally and locally, the increased revenue from wildlife tourism and sustainably-sourced natural resources then will serve as an incentive for sustaining good management of natural resources. This will result in global environmental benefits as biodiversity is conserved and ecosystems become more resilient against climate change.

Partnerships and Coordination with other Initiatives

95. Since the illegal wildlife trade is a transnational crime which infiltrates many sectors, partnering with other agencies and organisations working on different aspects of the trade will be crucial in strengthening actions to combat the threat. The key project partners and means of collaboration are described in the table below:

Table 2. Partnerships within the project

Project partner and current actions to address IWT	Expected collaboration	Assumptions and expected results
The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry: created United for Wildlife, a partnership of seven leading conservation organisations, which aims to combat the illegal wildlife trade through several measures (including the Task Force, below).	The Royal Foundation will provide advisory support and help to promote the project among partners and the maritime transport industry (see below). The Royal Foundation will be represented on the Project Board.	The engagement of seven leading conservation organisations through the Royal Foundation will ensure alignment of activities where relevant and sharing of expertise. Having the Royal Foundation involved will help to build the profile of this project, particularly among the private sector (such as through the Task Force, below), which will encourage support from the maritime transport industry, therefore helping to achieve the objectives of the project.
United for Wildlife Task Force on Transport and Trafficking: Includes representatives from the transport industry as well as the conservation arena. Works to better understand the trafficking chain and increase cooperation between relevant transportation organisations	The project will collaborate closely with the UfW transport task force throughout the project to share ideas and information and to enhance engagement with other key stakeholders in the private sector (such as shipping companies). There is an excellent baseline of efforts among members of the Task Force to build on and support through the project. Key members of the Task Force that have an interest/potential interest in best practice ports efforts include: Dubai Customs World, DLA Piper, International Maritime Organization (IMO), UK Border Force, and the Royal Foundation. These partners will be engaged in project implementation to identify opportunities to partner and coordinate with individual efforts. The project may coordinate stakeholder meetings and workshops alongside the	The work of the UfW Task Force to promote greater diligence among the transport sector against wildlife trafficking will enhance the project's awareness raising activities and help to incentivize support for inter-agency and industry stakeholder collaboration in tackling maritime wildlife trafficking. This should ultimately lead to greater success in intercepting and preventing wildlife trafficking (as per the assumptions in the theory of change).

Project partner and current actions to address IWT	Expected collaboration	Assumptions and expected results
	<p>meetings of the Task Force.</p> <p>Alongside the Royal Foundation, the IMO will be invited to sit on the Project Board.</p>	
<p>TRAFFIC International: Monitors wildlife trade and investigates unsustainable or illegal trafficking. Implements Wildlife-TRAPS to assess the trade, strengthen collaboration between stakeholders and design and implement innovative actions to tackle the illegal wildlife trade; also leads on the ROUTES Partnership to tackle wildlife trafficking in the aviation industry.</p>	<p>TRAFFIC International – via the Wildlife-TRAPS and ROUTES partnerships – will be engaged for support particularly with regards to designing and implementing awareness campaigns among industry stakeholders along common transit routes for ivory trafficking, as part of the Wildlife-TRAPS project. The project will also keep in close contact with the ROUTES Partnership which will be implementing very similar activities to this project but within the aviation industry, and potentially later expanding its area of focus to the maritime industry. TRAFFIC is also leading on the implementation of the 'MIKES Asia' project which includes an activity on strengthening law enforcement at maritime ports in Asia.</p> <p>There is potential for alignment of these activities for delivering certain activities in partnership that will be explored during the inception phase.</p>	<p>TRAFFIC and partners of Wildlife-TRAPS have recently conducted awareness workshops for the transportation and logistics sector, an outcome of which was the recommendation for an additional workshop specific to maritime transport stakeholders. The joint implementation of awareness raising among these audiences in both Africa and Asia should help to incentivize stakeholders to help tackle wildlife trafficking along key maritime transit routes, as per the project's theory of change, and therefore increase the rate of seizures and arrests. The workshop will encourage this stakeholder support in the form of both ongoing management and operational practices as well as potentially financial support.</p> <p>Close communications between this project and the ROUTES partnership will enable each initiative to learn lessons from the other's actions; sharing information, designing and implementing activities and products in collaboration will strengthen the success of each.</p>
<p>UN Inter-agency Task Force on Illicit Trade in Wildlife and Forest Products: includes the CITES Secretariat, UNDP, UNDP, UNDPKO, UNDESA, UN Environment, UNODC and UNDP.</p>	<p>Output 2.2 relates specifically to the work of the Task Force to strengthen its operations and support targeted activities that can be delivered through Task Force partnership. Task Force member entities will be engaged in the delivery of this output.</p> <p>UNODC will also be engaged in enforcement activities at ports under Component 1 of the project.</p>	<p>Expected to deliver a number of activities in partnership with Task Force member entities.</p> <p>Assumes that Task Force members will be interested to partner on related activities.</p>
<p>International Consortium on Combating Wildlife Crime (ICWC): UNODC, WCO, Interpol, CITES Secretariat, and World Bank. An alliance of five leading international organisations working to provide coordinated support to national and international agencies and networks to combat wildlife crime.</p> <p>The project will engage with ICWC in order to seek advice, share learning experiences and work together in the provision of specialised training to the focal law enforcement agencies within the project. Each partner within ICWC has its own niche of expertise, all of which are relevant to and will benefit this project (as detailed below)</p>		
<p>UN Office on Drugs and Crime (UNODC): Launched the Global Programme for Combating Wildlife and Forest Crime; developed the Wildlife and Forest Crime Analytic Toolkit in</p>	<p>UNODC will be the leading ICWC partner in the project and be engaged to support port-based activities. UNODC will support the initial gap analysis of each focal port, together with other relevant partners; then, with WCO, may lead on the provision of training of port law enforcement staff on wildlife-related law</p>	<p>The Container Control Programme has achieved significant results since its launch. The training that UNODC and WCO may provide, such as on inter-agency cooperation at ports and controlled deliveries, will greatly support port capacity and South-South cooperation between ports, filling a significant</p>

Project partner and current actions to address IWT	Expected collaboration	Assumptions and expected results
<p>cooperation with ICCWC; developed and implements the UNODC-WCO Container Control Programme with the WCO</p>	<p>enforcement accordingly, as well as providing training on communications and controlled deliveries for African and Asian ports.</p> <p>UNODC will be represented on the Project Board as the representative of ICCWC on this project.</p> <p>UNODC is also a core agency involved in the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products.</p>	<p>capacity gap in international law enforcement – particularly important for these focal ports where wildlife trafficking risks are high and current capacity is low. Based on the assumption that inter-agency and South-South cooperation is required to combat this transnational crime, this should lead to significantly increased rates of arrest and prosecution of high-level criminals, thus supporting the achievement of the project's goals.</p>
<p>World Customs Organization (WCO): Partnered with UNODC on the Container Control Programme; member of ICCWC and UFW Task Force; developed ContainerCOMM communications application</p>	<p>The WCO is also a project partner and is expected to work with UNODC on the strengthening of regulatory, monitoring and law enforcement capacity at ports (as above), including through facilitating the hiring of trainers for capacity building activities. WCO will also support the strengthening of communication and coordination mechanisms between countries through its ContainerCOMM communications application for ports and possibly through Environet.</p>	<p>As with UNODC, the expertise of WCO in strengthening container shipping law enforcement and communications will greatly benefit the project. The use of the ContainerCOMM application contributed to increased rates in interception of illegal goods in many countries where the Container Control Programme was implemented and this should enhance South-South cooperation between ports for combating wildlife trafficking within the project.</p>
<p>INTERPOL: Coordinates investigative and law enforcement operations; implements Project Wisdom, a specific initiative to tackle the ivory trade; member of ICCWC</p>	<p>INTERPOL will be engaged to support training for strengthening wildlife law enforcement capacity both at ports and between ports, including in areas such as inter-agency coordination and South-South cooperation (including controlled deliveries training).</p>	<p>Interpol's expertise and facilitation of joint inter-agency investigation and law enforcement operations has led to many successful arrests of high-level criminals. Applying this expertise to port-based inter-agency cooperation should lead to increased success in South-South joint law enforcement operations.</p>
<p>CITES Secretariat: supports countries to implement the framework for regulating international trade in wildlife products to ensure sustainability; member of ICCWC and UFW Task Force.</p>	<p>The CITES Secretariat will be engaged to support training in wildlife law enforcement, particularly on aspects such as CITES specimen identification and handling and legal aspects related to the effective national implementation of CITES.</p> <p>The CITES Secretariat is also a core agency involved in the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products.</p>	<p>Strengthening wildlife law enforcement requires relevant agencies to have specialised knowledge of wildlife law, species identification, and of the specific practical requirements for different species in trade and in seizures, in order to follow up cases appropriately. The application of CITES Secretariat's expert technical knowledge will support this capacity in law enforcement, thereby helping to increase rates of arrest and prosecutions.</p>
<p>World Bank: is the lead agency for the Global Wildlife Program, hosts the GWP Secretariat, and is the lead for the global coordination grant of which this project forms part.</p>	<p>The World Bank will be invited to be a member of the Project Board and regularly engaged on the delivery of activities, in particular activities under Component 2 to support counter-wildlife trafficking efforts and cooperation across the GWP, and Component 3 to support coordinated knowledge management and M&E across the GWP.</p>	<p>This maritime trafficking project will aim to provide global coordination for GWP projects for counter-wildlife trafficking activities and aim to support efforts by the GWP Secretariat on knowledge management and lessons sharing across GWP countries.</p>

96. The project will also work closely with national projects within the GWP, specifically those that are focussed on combating trafficking (Outcome 4 of the GWP framework). The table below gives detail on some of these projects and outlines how project activities will be coordinated.

Table 3. Coordination with other GEF Initiatives

GEF national project	Relevant project activities	Coordination strategy
<i>Combating illegal and unsustainable trade in endangered species in Indonesia</i> (Phase 1)	To develop a capacity development scorecard for illegal wildlife trade; support enforcement cooperation between Indonesia and other key states; strengthening capacity at key trade ports (including maritime ports)	Since the project is proposed to include Surabaya port, close coordination with the national project will be considered a priority. The Technical Project Advisor will ensure that capacity building work to be implemented at Surabaya port will be aligned with any capacity building activities implemented in the national project (including international cooperation capacity), and resources combined where possible. Engagement will be ongoing as project activities are planned and implemented and face-to-face meetings will be had where possible during site visits. Ongoing monitoring and lessons learned in the proposed project will be shared with the national project where relevant to its port-based activities.
<i>Combating poaching and the illegal wildlife trade in Tanzania through an integrated approach</i> (Phase 1)	To strengthen the wildlife law enforcement capacity of key staff (including police and customs); to strengthen transboundary cooperation, with intensive, collaborative law enforcement mechanisms emplaced in hotspots including exit/entry points, especially Zanzibar, Mtwara and Dar es Salaam ports	Since the project is proposed to include Dar es Salaam port, close coordination with the national project will be considered a priority. The Technical Project Advisor will engage with the national project team to ensure that activities at Dar es Salaam port are aligned, including for customs, police and prosecutions training as well as international cooperation. Regular engagement will be ensured while port-based activities are being implemented and face-to-face meetings will be had where possible during site visits. Ongoing monitoring and lessons learned in the proposed project will be shared with the national project where relevant to its port-based activities.
<i>Combating illegal wildlife trade, focusing on ivory, rhinoceros horn, tiger and pangolins in Thailand</i> (Phase 2)	To strengthen cooperation and coordination among key agencies as well as regional and international governments and NGOs; to increase capacity for wildlife law enforcement including capacity for wildlife forensic science; targeted awareness-raising to support law enforcement efforts	Since the project is proposed to include Laem Chabang port, close coordination with the national project will be considered a priority. During implementation, the Technical Project Advisor will ensure that project activities at Laem Chabang port are coordinated with those in the national project so that resources are shared where possible. Opportunities to align awareness raising actions will be explored.
<i>Combating poaching and illegal wildlife trafficking in Kenya through an integrated approach</i> (Phase 2)	To strengthen transboundary cooperation (including border controls)	Since the proposed project will explore the inclusion of Mombasa port, close coordination with the national project will be considered a priority. As the national project is developed, the Technical Project Advisor will communicate closely to ensure alignment of activities and sharing of resources where possible. Regular engagement will be ensured while port-based activities are being implemented and face-to-face meetings will be had where possible during site visits. Ongoing monitoring and lessons learned in the proposed project will be shared with the

GEF national project	Relevant project activities	Coordination strategy
		national project where relevant to its port-based activities and vice versa.
<i>Strengthening partnerships to protect globally-significant species in Vietnam</i> (Phase 2; WB)	To enhance regional cooperation for communication activities in international airports and at borders; support anti-smuggling enforcement authorities along borders; incentivise public tip-offs and excellence in enforcement through a rewards system	As the proposed project is implemented, the Technical Project Advisor will engage in order to ascertain where opportunities for alignment may lie, such as the sharing of training materials and workshops and replication of communication mechanisms, and also with regards to the design of the rewards system, which could potentially also be applied to the shipping industry as part of this project. Where activities are focused at ports, self-assessment tools will be shared for potential piloting, and best practice outputs will be promoted.
<i>Strengthening the conservation of globally threatened species in Mozambique through improving biodiversity enforcement and expanding community conservancies around protected areas</i> (Phase 1)	Specialised training of law enforcement agencies at various levels	As the proposed project is implemented, the Technical Project Advisor will engage with the national project to ascertain any opportunities for coordination or for the provision of additional support for capacity building at Beira port.
<i>Combating environmental organised crime in the Philippines</i> (Phase 2; AsDB)	To enable tactical and rapid response law enforcement operations at key hotspots, including at entry and transit points to and from other countries.	During the implementation of the proposed project, the Technical Project Advisor will engage with the national project to ascertain any opportunities for coordination of activities and potential partnership via activities with port authorities in Cebu City and Butuan City, as well as relevant Philippine Port Authority and Bureau of Customs officials. Participation in joint training activities and port monitoring is anticipated.

Stakeholder engagement

97. The key stakeholders of this project have been identified and are described below:

Table 4. Key stakeholders of the project

Stakeholder	Stakeholder type	Anticipated role in the project and potential benefits
National governments	Government	<p>The engagement and support of governments of key countries affected by illegal wildlife trafficking, in which this project will focus its activities (expected to be Kenya, Tanzania, Indonesia and Thailand), will be crucial in strengthening the fight against maritime trafficking of wildlife. The project will be working closely with various government departments, such as those in law enforcement, wildlife, customs, prosecution and transport, to build knowledge and skills, strengthen inter-agency and port-port relationships, and strengthen overall government capacity to tackle wildlife trafficking.</p> <p>The successful completion of the project will benefit national governments through reducing criminal activity and corruption and supporting national plans for implementation of the SDGs and CBD Aichi Biodiversity Targets, as well as their own national development plans.</p>
Port authorities and port-based law enforcement officers	Public/private sector	<p>The cooperation and actions of management authorities and law enforcement officials at ports will determine the project's success in disrupting wildlife trafficking. The project will support the strengthening of capacity of port authorities and law enforcement officials to intercept illegal wildlife products; it will also support training in the identification, documentation and tracking of CITES-listed species and other wildlife-related law enforcement as identified by a gap analysis. The anti-corruption aspect of the customs systems will also promote integrity.</p> <p>The building of the concept of best practice will also provide incentives and capacity support for achieving, maintaining and monitoring standards of excellence in port management and law enforcement against wildlife trafficking, that will support the project's objectives as well as the improved operations and efficiency of the port, enhancing its reputation as an international transport hub, which can provide long term economic benefits to port stakeholders.</p>
Companies operating within the shipping industry and at ports e.g. ground handlers, freight forwarders, logistics and shipping and container companies, others along the supply chain	Private sector	<p>The ideal role of private sector port stakeholders in this project is to enhance the effectiveness of increased law enforcement capacity among port authorities and officials by making it increasingly difficult for wildlife traffickers to operate in ports. The project will engage private sector stakeholders to build awareness of the role which ports, and the shipping industry overall, play in the illegal wildlife trade, and generate support for improving practices to prevent the infiltration of wildlife traffickers, such as through greater engagement with law enforcement agencies.</p> <p>Encouraging excellence in such practices is expected to also benefit these stakeholders since it supports their commercial interests to be visibly taking action against wildlife traffickers.</p>
Local communities located along common transit routes and near ports	Community	<p>The project will improve the security of local communities living along common transit routes for ivory and other illegal products, including around ports, by preventing further criminal activity. Wildlife crime puts community security at risk, from threats such as the presence of potentially armed criminals and the potential luring of community members into involvement in criminal activity. Increasing security will particularly benefit more vulnerable groups such as women, children, the elderly and the poor.</p>

98. The project is designed to ensure ongoing and effective stakeholder participation in the project's implementation. A full stakeholder involvement plan can be found in Annex 8.

Mainstreaming gender

99. A desktop gender assessment was conducted during the PPG phase in accordance with UNDP-GEF policy. Details of the assessment and corresponding gender mainstreaming strategy can be found in Annex 9.
100. As part of UNDP-GEF policy a gender assessment was also completed during the PPG phase of all national projects participating in the GWP. The results of these gender assessments are annexed to the national Project Documents. All four focal countries experience significant issues with regards to gender equality, for example in access to secondary education or in employment. Significant effort will therefore be taken to mainstream gender equality throughout the project. Measures will include:
- a. Gender parity will be taken into consideration when sourcing staff and consultants
 - b. The project will ensure that project staff and partners recognize that the needs of women and men may not be the same and that the impact of the project on them may therefore be different
 - c. Training courses will be gender sensitive in terms of participation, timing, length and location of the training, instructional design, and use of language
 - d. Participation in meetings, training courses and other events will be documented using gender disaggregated data
 - e. The project will promote the role that women do and can play in project activities and remove possible barriers to their full participation through consultations with ground-level project partners and stakeholders as necessary.
101. Annual workplans will include the above specific actions related to gender mainstreaming. The mainstreaming of gender within capacity building activities will be monitored through the following project indicators:
- Total number of direct project beneficiaries (disaggregated between men and women)
 - Change in knowledge and attitudes of port stakeholders (disaggregated between men and women) regarding illegal wildlife trade
 - Total number of customs, police, wildlife agency and prosecution officers (disaggregated between men and women) within each port/country who fulfil minimum competency requirements to intercept, arrest and prosecute wildlife trafficking criminals
 - Number of customs, police and wildlife agency officers (disaggregated between men and women) within each port/country who fulfil minimum competency requirements to conduct a successful controlled delivery.
102. All gender disaggregated indicators will be defined further during baseline assessments at each port, to determine current numbers of relevant male and female staff and to ascertain a feasible target for increasing gender parity and ensuring women's empowerment.

South-South and Triangular Cooperation

103. South-South cooperation is a crucial factor in tackling trans-continental illegal wildlife trade and therefore forms a major part of the proposed project: it aims to achieve effective communication and cooperation between the focal ports and relevant agencies of key African (Tanzania and Kenya) and Asian (Indonesia and Thailand) countries. Component 2 of the project will include measures to strengthen communication between ports, partly through ContainerCOMM and also through enabling port staff to meet each other between countries by holding joint training workshop. Joint training will also be provided to build cooperation among GWP countries, e.g. for strengthening capacity for conducting controlled deliveries between African and Asian ports. Building familiarity between countries will better encourage the implementation of controlled deliveries,

which currently are rare, partly due to a lack of capacity, but also because of lack of relationships between countries and the consequent reluctance to allow passage of detected IWT products.

104. The project will further encourage both South-South and triangular cooperation by building a network of cooperative ports involved in the project and facilitating port-to-port communications. In addition, the shipping industry (including companies from all over the world) will be engaged to collaboratively work together to prevent wildlife trafficking and ensure a strengthened response to trafficking across the sector.

IV. FEASIBILITY

Cost efficiency and effectiveness

105. The proposed project is considered to be both cost efficient and cost effective. Tackling the illegal wildlife trade along international transit routes fills a critical gap in current responses to the illegal wildlife trade, since the majority of conservation investment is directed either at source or at destination. Strengthening capacity within the third 'piece of the pie' enables a fully comprehensive response to the illegal wildlife trade, thereby increasing the effectiveness of all investments. Individual responses to such a complex chain of threats cannot be fully and/or sustainably successful without all other points of the chain also being tackled. In addition, the coordination of this global project with other national projects in the GWP will ensure the alignment and linking of responses, in order to maximise effectiveness of all investments.
106. In addition, the project will build on the work already carried out by other players of this field, particularly the UNODC-WCO Container Control Programme and the efforts of the UfW Transport Task Force members. Working closely with these partners on several of the project's activities will ensure consistency in the types of capacity building activities and means of implementation across ports, thereby maximising harmonisation between ports where inter-agency and inter-port cooperation is concerned, as well as maximising cost efficiency through the conducting of joint (country-country) training where possible.
107. Efforts to improve alignment and coordination among UN agencies will support more efficient use of resources (including donor funds) in activities that fall across multiple agency mandates and result in more effective on-ground results.

Risk management

108. The project risks have been updated since concept stage. The table below explains each risk and corresponding planned mitigation measures.

Table 5. Project risks and mitigation measures

Project risks					
Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
<i>Project risks</i>					
Uncooperative national agencies restrain the implementation of activities and the	Political	Moderate risk P = 2 I = 4	The project is and will be engaging with each focal port's country government agencies, including customs departments, to secure agreements to work together. The relevant agencies will	Technical Project Advisor (with support from project team)	n/a

project's expected outcomes are not achieved			<p>be involved in all decision-making relevant to their focal areas and the project design is flexible so that the capacity-building components of interest to the country can be delivered to match country needs and circumstances. However, if agencies are for some reason unwilling to take part, the project will select alternative ports in which to focus investment. The project is targeting ports already engaged in UNODC-WCO CCP or other efforts (e.g. Surabaya national UNDP-GEF project) to maximize the likelihood of positive engagement.</p>		
The intensive capacity building of the selected priority ports displaces wildlife trafficking to alternative ports	Strategic	Low Risk P = 3 I = 2	<p>Building law enforcement capacity at ports poses a risk that wildlife traffickers turn their attention to other ports. However, wildlife traffickers often rely on a tight network of corrupt individuals, built through making contacts in specific transit points. Re-building this in a different port will take time, meaning that wildlife trafficking efforts will not simply be transferred elsewhere. The project forms part of the GWP, which pulls together coordinated efforts across 19 countries across Africa and Asia, thus gradually reducing the number of possible routes for wildlife traffickers to exploit.</p> <p>Furthermore, other ongoing efforts at ports, such as the UNODC-WCO Container Control Programme (with which this project will work closely), will also help to build capacity against wildlife traffickers alongside this project, thereby restricting opportunities for displacement of trafficking.</p>	Technical Project Advisor, support from government agencies and wildlife monitoring experts	n/a
Conflicts of interest and different priorities of stakeholders constrain implementation of activities	Organizational Political	High risk P = 3 I = 4	<p>The needs and priorities of stakeholders (including port authorities and government agencies at ports) will be identified, and constructive dialogue, joint planning and problem solving will be promoted through the stakeholder involvement plan (see Annex 8). Project will consider entry points for corruption and ways to mitigate against this (e.g. rollout of CITES e-permitting to minimize changes for documentation fraud). At the start of the project a port stakeholder survey will be conducted to ascertain current awareness and priorities of each stakeholder, in order to determine how to align interests. International transport companies are becoming increasingly aware of their role in trafficking and there is a strong baseline of efforts</p>	Project team, with support from willing stakeholders/partners	Decreasing

			among signatories to the Buckingham Palace Declaration for the project to build upon. This confirms the willingness of the maritime sector to take efforts to combat IWT. Project will target ports already engaged in port capacity enhancement (e.g. CCP ports).		
Capacity limits of countries at key wildlife trafficking transit points (especially regarding institutional and human resources needs) limits the success of the project	Operational	Moderate Risk P = 4 I = 3	The aim of the project is to strengthen the capacity of key stakeholders in the wildlife trafficking chain (in source and destination countries), including institutional and human resources needs and capacity in self-monitoring enforcement capacity and effectiveness. At the start of the project the capacity needs will be identified and actions taken to fill these capacity gaps.	Project team	No change
Governmental agencies / private companies unwilling to share information / data	Political	Moderate Risk P = 1 I = 4	Information and knowledge generation, management and dissemination are a key component of this project. Open-access and the mutual benefits of information sharing will be included in all project implementation agreements.	Project team, partners and other international organisations eg CITES	n/a
<i>SESP risks</i>					
Duty-bearers (such as customs or other law enforcement officials at ports) do not have the capacity to meet their obligations in the Project	Operational	Low Risk P = 1 I = 3	The Project in itself aims to enhance the capacity of stakeholders to meet their obligations through awareness-raising, training and collaboration. The provision of some IT or other physical means may also be included, dependent on the needs identified. Wildlife law enforcement training will be designed according to identified capacity needs.	Project team and partners	n/a
Rights-holders (such as SMEs) do not have the capacity to claim their rights	Operational	Low Risk P = 2 I = 1	The project itself aims to enhance the knowledge and capacity of all stakeholders, including the shipping industry, about illegal wildlife trade, and thereby implicitly also about legal trade. The project also aims to reduce the risk of corrupt behavior by law enforcement officials.	Project team and partners	n/a
The Project could potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits.	Operational	Low Risk P = 2 I = 1	This risk will be mitigated through the design of project activities and in possible new recruitments. The project shall ensure that women explicitly are provided with opportunities to benefit from the project. The minimum requirement on project implementation is that women are ensured at least equal opportunities as men to participate in the training provided (taken the barriers that may prevent them from attending such as locations for from home, the training being provided outside working hours etc. into account) and to apply for	Project team and partners	n/a

			any positions opened up by the project, and that relevant gender aspects are included as part of the curriculum of any training provided.		
The outcomes of the Project are sensitive or vulnerable to potential impacts of climate change as the use of ports and their infrastructure, including IT-systems, are likely to be sensitive to extreme weather.	Operational	Low Risk P = 1 I = 2	Both IT-based and paper-based customs-systems demand will have to have adequate external back-ups of the information they contain to reduce the risk of losing important data and maintain ability to detect and track illegal trade in wildlife as well as to properly deal with any seizures from illegal trade in wildlife.	Project team and partners	n/a

109. As per standard UNDP requirements, these risks will be monitored quarterly by the Technical Project Advisor. The Technical Project Advisor will report on the status of the risks to the UNDP Istanbul Regional Hub who will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. 5). Management responses to critical risks will also be reported to the GEF in the annual PIR.

Social and environmental safeguards:

110. The Social and Environmental Screening Procedure (SESP) was conducted and four risks were identified. However, all of the risks identified through the SESP are assessed to be of low significance. The overall risk rating is LOW, as no risk of high or moderate risk level has been identified.

111. The risks that would have the most negative effects on the project if they materialized are if duty-bearers, such as customs or other law enforcement officials at ports, do not have the capacity to meet their obligations in the Project. However, this type of risk is going to be mitigated by the implementation of the project itself. For example, the law enforcement training will be based on each port’s specific needs and baseline capacity, to ensure that no training provided is too advanced for staff to benefit from the training. This minimises the risk of placing too heavy demands on staff and leaving them unable to fulfil their obligations. If any issues arise due to actual or perceived lack of capacity of staff to fulfil their obligations, the Technical Project Advisor will work with implementation partners (as relevant) to engage with staff and solve any potential conflict, either through a supervision mission or by revising training curricula. Any environmental or social grievances will be reported to the GEF in the annual PIR. Please see Annex 6 for the full SESP.

V. PROJECT RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resources Framework: N/A
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: N/A
Applicable Outputs from the 2014 – 2017 UNDP Strategic Plan: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.
Applicable Output Indicators from the UNDP Strategic Plan Integrated Results and Resources Framework: Output 1.3 indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.

Objective and Outcome Indicators	Baseline	End of Project Target	Assumptions
<p>Project Objective: To reduce maritime trafficking of wildlife between Africa and Asia through strengthened wildlife law enforcement capacity at ports and improved South-South and institutional cooperation</p> <p>0.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level (<i>Mandatory UNDP IRRF indicator 1.3.1</i>)</p>	0	Stakeholders and authorities at four ports actively involved in efforts to combat maritime wildlife trafficking <i>(target to be further defined during Year 1)</i>	Increased capacity of relevant officers at ports to enforce wildlife law will lead to increased rates of seizure, arrest and prosecution of wildlife trafficking criminals
0.2: Total number of direct project beneficiaries (disaggregated by gender) ²⁶ (<i>Mandatory UNDP IRRF indicator</i>)	0	200 (of which 40% are female)	Strengthening capacity to tackle the illegal wildlife trade during transit will increase the number of seizures and increase rates of arrest, which, together with other efforts to increase prosecution and conviction rates (outside the scope of this project), will take out the leading players from the illegal supply chain and reduce maritime trafficking of wildlife
0.3: Annual statistics for: a) number of seizures (GWP coordination project indicator) b) number of arrests c) percentage of seizures that translate into arrests (collated across participating countries; GWP TT)	To be determined during inception phase based on data for GWP projects	a) seizures increase by 10% b) arrests increase by 10% c) percentage of seizures: arrests improves by 10%	As screening, risk profiling and investigation capacity increases there will be an increase in rate of interception of wildlife consignments. As arrest capacity increases, there will be an increase in the proportion of seizures that

²⁶ All gender disaggregated indicators will be defined further during baseline assessments at each port, to determine current numbers of relevant male and female staff and to ascertain a feasible target for increasing gender parity and ensuring women's empowerment. See https://www.thegef.org/gef/policies_guidelines

Objective and Outcome Indicators	Baseline	End of Project Target	Assumptions
<p>Component 1: Best practice in combating maritime wildlife trafficking.</p> <p>Outcome 1: Stakeholders at ports and across the shipping sector work towards, and maintain, best practice in combating wildlife trafficking.</p>	<p>1.1: Number of maritime sector signatories committing to and actively implementing the Buckingham Palace Declaration commitments</p> <p>1.2: Change in knowledge and attitudes of port stakeholders (disaggregated by gender) regarding illegal wildlife trade</p> <p>1.3: Changes in ongoing anti-trafficking practices and capacity at ports (measured by PortMATE scores)</p>	<p>22 maritime signatories* Initial efforts underway by maritime signatories but not as progressed or coordinated as air sector. *including non-specific parts of supply chain that provide services to maritime sector (e.g. freight forwarders)</p> <p>30% increase in maritime signatories At least 60% of maritime signatories are actively taking efforts to implement the commitments, in a coordinated approach across maritime supply chains</p> <p>Knowledge of port stakeholders (disaggregated by gender) regarding illegal wildlife trade has increased by [x]% above baseline PortMATE scores of ports have increased by [x]%</p>	<p>lead to arrest, which will eventually reduce wildlife trafficking through ports.</p> <p>Establishing incentive mechanisms alongside capacity building support in Component 2 will incentivize port staff and relevant officials sufficiently to reach and maintain best practice in wildlife law enforcement and management to prevent illegal wildlife trafficking. Greater awareness among workers along the supply chain of illegal wildlife trade, penalties and benefits of diligence in preventing trafficking overcomes any incentives to collude with wildlife criminals.</p>
<p>Component 2: Cooperation in combating maritime wildlife trafficking.</p> <p>Outcome 2: Strengthened coordination and enhanced South-South cooperation on combating wildlife trafficking.</p>	<p>2.1: Total number of customs, police, wildlife agency officers (disaggregated by gender) within each port/country who fulfil minimum competency requirements to intercept and arrest wildlife trafficking criminals</p> <p>2.2: Number of direct port-port wildlife-related communications conducted by ports, e.g. via ContainerCOMM</p>	<p>A total of at least 32 officers (30% of which are women) from customs, police, wildlife agency within each project port/country fulfil minimum competency requirements to intercept and arrest wildlife trafficking criminals</p> <p>25% increase in number of direct port-port wildlife-related communications conducted by ports</p>	<p>Training delivered will lead to an increase in capacity and achievement of minimum competencies, and this can be effectively measured.</p> <p>Stronger familiarity between ports, with increased communications and a greater capacity and willingness to conduct controlled deliveries will enhance South-South cooperation between ports and therefore</p>

	Objective and Outcome Indicators	Baseline	End of Project Target	Assumptions
	2.3: Number of collaborative UN initiatives (GWP coordination project indicator)	Nascent collaboration within the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products. First joint event with collaboration of 4 UN entities completed in July 2017.	At least 5 additional substantive joint initiatives/ events undertaken with the collaboration of at least 4 UN entities.	enable a stronger response to wildlife trafficking criminals, through shared data and skills and increased coverage of the spatial movement of the crime, increasing rates of arrest. UN entities recognize the benefits of coordination and collaborative action, and endeavor to be pragmatic and forthcoming for joint efforts to materialize. The joint initiatives and events will be gender responsive with attention paid to relevant gender dimensions and gender parity.
<p>Component 3: Knowledge management and monitoring and evaluation</p> <p>Outcome 3: Continuous learning and sharing of lessons and results ensures maximum success of the GWP and its wider longer-term impact</p>	3.1: Number of lessons learned from this project and shared with stakeholders, including other UN agencies	0	6 documented lessons learned and shared.	Ongoing monitoring, evaluation, lessons learning and sharing will ensure the successful achievement of all project targets, which will ultimately ensure the achievement of the project objective Other UN Agencies are interested in receiving and able to make use of any lessons learned within the project
	3.2: Number of lessons learned captured across the Global Wildlife Program (including thematic issues across projects) and shared with GWP projects and stakeholders	0	6 documented lessons learned and shared, including on relevant gender dimensions of global wildlife trafficking and how attention to gender equality can advance/improve efforts to combat wildlife trafficking.	Ongoing monitoring, evaluation, lessons learning and sharing will ensure the successful achievement of all project targets, which will ultimately ensure the achievement of the project objective Project will need to successfully liaise with all GWP national projects to capture and record lessons learned.

VI. MONITORING AND EVALUATION (M&E) PLAN

112. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Supported by Component Three: Knowledge Management and Monitoring and Evaluation, the project monitoring and evaluation plan will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results.
113. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP and UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP-GEF Regional Technical Advisor (RTA) will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies²⁷.
114. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities, including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country.

M&E oversight and monitoring responsibilities:

115. **Technical Project Advisor:** The Technical Project Advisor is responsible for technical oversight and, along with the Project Associate, will oversee the day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Technical Project Advisor will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Technical Project Advisor will inform the Project Board, Istanbul Regional Hub and as relevant the UNDP-GEF RTA of any delays or difficulties identified during implementation so that appropriate support and corrective measures can be adopted.
116. The Technical Project Advisor, with the support of the Project Associate and Knowledge Management, M&E and Communications Officer, will develop annual work plans based on the multi-year work plan included in Annex 1, including annual output targets to support the efficient implementation of the project. The Technical Project Advisor will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring that the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy) occur on a regular basis.
117. **Project Board:** The Project Board will decide on corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

See https://www.thegef.org/gef/policies_guidelines

118. UNDP Istanbul Regional Hub: The UNDP Istanbul Regional Hub will serve as the Implementing Partner for this project delivered under Direct Implementation Modality (DIM). The Istanbul Regional Hub is responsible for providing all information required and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate.
119. Periodic monitoring of implementation progress will be undertaken by the UNDP Istanbul Regional Hub through quarterly meetings with the project implementation team, or more frequently as deemed necessary. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Istanbul Regional Hub will oversee the initiation and organization of the key GEF M&E activities including the annual GEF APR/PIR and support inputs to the GWP global coordination project mid-term review and terminal evaluation coordinated by the World Bank. The UNDP Istanbul Regional Hub will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.
120. The UNDP Istanbul Regional Hub is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF APR/PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF APR/PIR quality assessment ratings) must be addressed by the UNDP Istanbul Regional Hub and the Technical Project Advisor.
121. The UNDP Istanbul Regional Hub will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).
122. UNDP Country Offices: The Technical Project Advisor and Knowledge Management, M&E and Communications Officer will liaise with the UNDP Country Office of each country hosting the project's focal ports as required in order to support the coordination of the global project with other national projects within each country.
123. UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.
124. **Audit**: The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on DIM implemented projects.²⁸

Additional GEF monitoring and reporting requirements:

125. Inception Workshop and Report: A project inception workshop (which may be virtual) will be held within three months after the project document has been signed to, among others:
- a. Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
 - b. Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;

²⁸ See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

- c. Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E;
- e. Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
- f. Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- g. Plan and schedule Project Board meetings and finalize the first year annual work plan and supporting concept notes to further detail project activities under relevant Outputs.

126. The Knowledge Management, M&E and Communications Officer will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP-GEF RTA and will be approved by the Project Board.

127. Project Implementation Report (PIR): The Technical Project Advisor, UNDP Istanbul Regional Hub and the UNDP-GEF RTA will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Technical Project Advisor will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

128. The PIR submitted to the GEF will be shared with the Project Board. The Technical Project Advisor, with support from the Knowledge Management, M&E and Communications Officer, will coordinate the input of other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

129. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

130. GEF Focal Area Tracking Tools: The GWP Tracking Tool will be used to monitor global environmental benefit results. The baseline/CEO Endorsement GWP Tracking Tool (see Annex 5) will be updated by the Technical Project Advisor and Knowledge Management, M&E and Communications Officer and shared with the World Bank prior to independent evaluation missions arranged for the global coordination project.

131. Mid-term review (MTR) and Terminal Evaluation (TE): As this project forms part of the GWP global coordination project led by the World Bank, it will not complete its own stand-alone independent mid-term review and terminal evaluation processes; Instead, this project will make a financial contribution to the completion of these activities for the global coordination grant, and provide progress updates and revised TTs and other project information to the World Bank to support these activities as required. The completion of an independent MTR and TE will be in accordance with World Bank procedures. A stand-alone management

response for this project will be completed by the Technical Project Advisor, based on any specific recommendations arising from the independent review of the global coordination grant.

132. **Final Report:** The project's terminal PIR along with the terminal evaluation (TE) report for the global coordination grant and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

133. Project Monitoring and Evaluation Plans can be found in Annex 2.

Table 6. Mandatory GEF M&E Requirements and M&E Budget

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ²⁹ (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	Technical Project Advisor, Project Team UNDP Istanbul Regional Hub	11,000	5,000	Within three months of project document signature
Inception Report	KM Officer	None	None	Within one month of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	Technical Project Advisor UNDP-GEF RTA	None	None	As outlined in UNDP POPP
Monitoring of indicators in project results framework	KM Officer and Technical Project Advisor	6,600	None	At start and end of project
GEF Project Implementation Report (PIR)	Technical Project Advisor, UNDP Istanbul Regional Hub, UNDP-GEF RTA	None	None	Annually
NEX Audit as per UNDP audit policies	UNDP Istanbul Regional Hub	9,000	None	Annually
Lessons learned and knowledge generation	Technical Project Advisor, KM Officer	Incorporated in Output 3.2	10,000	n/a
Monitoring of environmental and social risks, and corresponding management plans as relevant	Technical Project Advisor	None	None	On-going
Addressing environmental and social grievances	Technical Project Advisor Project Board UNDP Istanbul Regional Hub	None	None	As required
Project Board meetings	Project Board Technical Project Advisor and Project Associate	20,000	10,000	Annually
Supervision missions	UNDP Istanbul	n/a	None	Annually

²⁹ Excluding project team staff time and UNDP staff time and travel expenses.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ²⁹ (US\$)		Time frame
		GEF grant	Co-financing	
	Regional Hub and UNDP-GEF RTA			
Oversight missions	UNDP Istanbul Regional Hub and UNDP-GEF RTA	n/a	None	Troubleshooting as needed
Knowledge management as outlined in Outcome 4	Technical Project Advisor	Output 3.2, (90,450)	10,000	On-going
Terminal GEF Tracking Tool	Technical Project Advisor	3,000	None	Before TE mission
Contributions to independent MTR and TE of the GWP global coordination grant (organized by World Bank)	Project team and UNDP-GEF RTA	30,000	None	In accordance with timeframes for GWP global coordination grant
TOTAL Indicative COST Excluding project staff time, UNDP staff and travel expenses		\$170,050	\$35,000	

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

134. Roles and responsibilities of the project's governance mechanism: The project will be implemented following UNDP's Direct Implementation Modality (DIM), according to the standards and regulations of UNDP. The UNDP will identify partners responsible for carrying out project activities. These partners may include the central government, local government, NGOs, and UN agencies. In the case of NGOs and UN agencies, their own financial rules are applicable to the activities they carry out, provided these are not inconsistent with those of UNDP. If the government implements part of the project, as a responsible party their own rules and regulations can apply, or alternatively, establish procedures agreed to with UNDP in all cases ensuring they are not inconsistent with those rules and regulations of UNDP. The final modality of project partners' participation will be determined on a case-by-case basis during the inception phase of project implementation. The duration of the project will be 3 years.
135. The **Implementing Partner** for this project is UNDP. The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.
136. The project organisation structure is shown below. It depicts the proposed global maritime trafficking project and its position within the GWP, aligned with the programme's national projects as well as with additional coordination sub-projects within the global coordination grant.

GWP global coordination grant

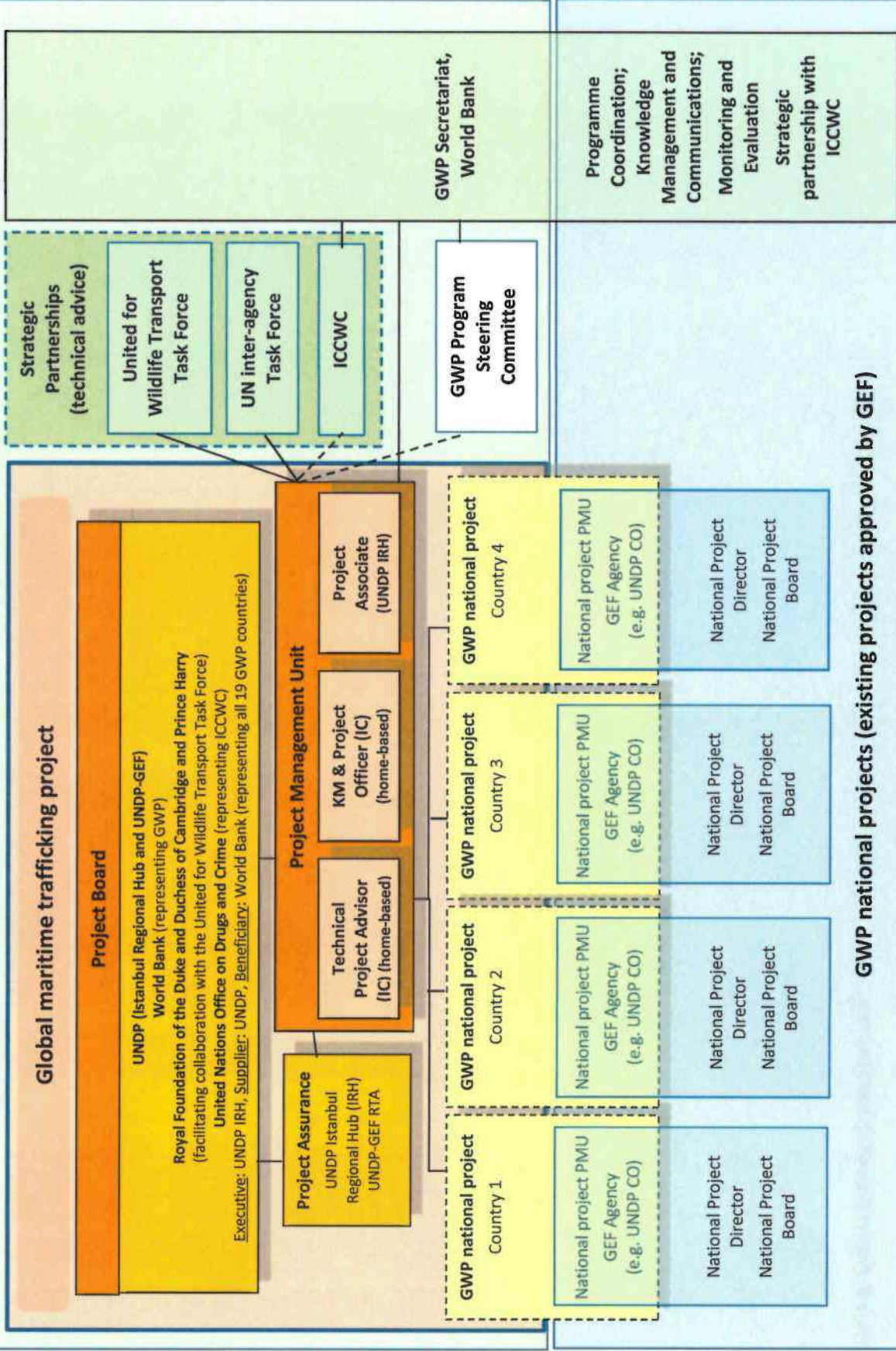


Figure 3. Project Organisational Structure

137. The **Project Board** is responsible for making, by consensus, management decisions when guidance is required by the Technical Project Advisor, including recommendation for UNDP approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with UNDP. The terms of reference for the Project Board are contained in Annex 3.

138. Specific responsibilities of the Project Board include:

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

139. The Project Board will be chaired by UNDP (Istanbul Regional Hub). The Project Board is comprised of the following four entities: 1. UNDP (Istanbul Regional Hub and UNDP-GEF), 2. World Bank, 3. Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry, and 4. UNODC. The World Bank will represent the GWP and help identify and strengthen opportunities to build linkages between this project, the global coordination grant and the national projects under the GWP. The Royal Foundation will facilitate communications and coordination with the UfW Transport Task Force, and UNODC will be the point of contact for ICCWC. UNDP-GEF will be the point of contact for the UN Inter-agency Task Force on Illicit Trade in Wildlife and Forest Products. Regular reporting on project progress will also be made to the GWP Program Steering Committee.

140. The composition of the Project Board must include the following roles:

141. **Executive:** The Executive is an individual who represents ownership of the project who will chair the Project Board. The Executive is UNDP Istanbul Regional Hub.

142. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier. Specific Responsibilities: (as part of the above responsibilities for the Project Board):

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

143. **Senior Supplier:** The Senior Supplier is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to

commit or acquire supplier resources required. The Senior Supplier is UNDP. Specific Responsibilities (as part of the above responsibilities for the Project Board):

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

144. **Senior Beneficiary:** The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary is the World Bank (representing the 19 countries involved in the GWP as lead agency for GWP implementation).

145. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific Responsibilities (as part of the above responsibilities for the Project Board):

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

146. **Technical advice** for project outputs and components will be provided by existing partnerships, including the United for Wildlife Transport Task Force (Component 1, and KM outputs), UN Inter-Agency Task Force on illegal Trade in Wildlife (Output 2.2), and ICCWC (relevant outputs and technical activities as needed). Regular reporting on progress will be made to the GWP Program Steering Committee and as needed technical inputs on the implementation of project activities will be sought.

147. The **Project Management Unit**, comprising the Technical Project Advisor, Knowledge Management, M&E and Communications Officer and Project Associate, will be established by UNDP. The PMU will be mandated to conduct the day-to-day coordination and management of the project. For this purpose, the PMU will receive programmatic, administrative, and financial management support from the UNDP Istanbul Regional Hub. Project assurance will occur through UNDP and independent evaluators (facilitated via global coordination project).

148. The **Technical Project Advisor** (home-based) will run the project on a day-to-day basis on behalf of UNDP within the constraints laid down by the Board. The Technical Project Advisor function will end when the final project terminal evaluation report, and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project). The Technical Project Advisor's duties will be largely technical support (nominally greater than 80%) yet also include some project management and coordination responsibilities (to be shared with the Project Associate and the KM and Project Officer). The Technical Project Advisor will be a full-time Individual Consultant (International), home-based, reporting to the UNDP Istanbul Regional Hub and UNDP-GEF RTA. The Terms of Reference for the Technical Project Advisor can be found in Annex 3.

149. A **Knowledge Management and Project Officer** (home-based) will support the Technical Project Advisor by coordinating knowledge management and monitoring & evaluation, and supporting communications and

project activities related to coordination across the GWP and UN agencies. The KM and Project Officer will work both at the project level and also across the GWP more broadly, reflecting the basis of this project as part of the coordination grant of the GWP. The KM and Project Officer will report jointly to the the Technical Project Advisor and the UNDP-GEF RTA. The KM and Project Officer will be an Individual Consultant (International), home-based and appointed on a part-time basis (150/days a year). The Terms of Reference for the KM and Project Officer can be found in Annex 3.

150. A **Project Associate** (based at Istanbul Regional Hub) will be employed to provide project management and technical support and support for the project's Technical Project Advisor. This support for the Technical Project Advisor will include budget management, financial and technical reporting, ensuring adherence to UNDP and GEF contractual requirements, procurement, meetings and logistics and general support for technical activities and missions. The Project Associate will be hired on 50% full-time equivalent basis Service Contract, based in the UNDP Istanbul Regional Hub and report to the IRH Head of Programme Support Unit for project-related tasks. The Terms of Reference for the Project Associate can be found in Annex 3.
151. UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. **Project Assurance** must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance role is covered by the GEF Agency.
152. **National governance arrangements** developed for the national GWP projects (existing GEF projects in their own right approved by the GEF Council as child projects of the GWP) will be used to support the national implementation of this projects. These members, particularly each national Project Manager, will support the coordination of the proposed project's activities with those of each national project. The four national GWP projects proposed for the most direct coordination and targeted activities at ports are: Indonesia (PIMS 5391), Kenya (PIMS 5468), Tanzania (PIMS 5467) and Thailand (PIMS 5619). All are supported by UNDP as GEF Agency. Regular communication and coordination between the Technical Project Advisor and relevant national GWP Project Managers will also take place. A coordination mechanism will be established between this project and national GWP projects in relevant countries, depending on the extent of interaction and partnership between the respective projects. The exact form of this will be finalized during inception phase.
153. **Governance role for project target groups:** The main target groups of the project will be port authorities and Customs departments with staff operating at each focal port. These stakeholders will be enabled to participate in decision-making ideally through representation within the national Project Boards of each national GWP project and/or supporting technical consortiums. In addition, the planning of specific capacity building activities will be based on needs assessments within each port, which will involve close consultation with relevant target groups.
154. The wider shipping industry, as another target stakeholder group, will be enabled to contribute to decision-making through communications between the project and the UfW Transport Task Force, facilitated by the Royal Foundation which will be represented on the Project Board, which will also help with links to various players in the industry.
155. Existing fora such as the UfW Transport Task Force, the UN Inter-agency Task Force on Illicit Trade in Wildlife and Forest Products, and the GWP Program Steering Committee will serve as technical advisory groups for project activities as needed. Technical support to the project will be provided by a range of specialist consultancies and sub-contractors, as detailed in the summary Terms of Reference in Annex 4.
156. The UNDP, as the Executing Agency for this project, will provide project management cycle services for the project as defined by the GEF Council. In addition, it will provide Direct Project Services (DPS), according to its

policies and convenience. DPS costs are those incurred by UNDP for the provision of services that are execution driven and can be traced in full to the delivery of project inputs. They relate to operational and administrative support activities carried out by UNDP. DPS include the provision of the following estimated services: i) Payments, disbursements and other financial transactions; ii) Recruitment of staff, project personnel, and consultants; iii) Procurement of services and equipment, including disposal; iv) Organisation of training activities, conferences, and workshops, including fellowships; v) Travel authorization, visa requests, ticketing, and travel arrangements; vi) Shipment, custom clearance, vehicle registration, and accreditation. As is determined by the GEF Council requirements, these service costs are assigned as Project Management Cost, identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes: "64397 – 'Services to projects - CO staff' and 74596 – 'Services to projects - GOE for CO'."

157. Agreement on intellectual property rights and use of logo on the project's deliverables: In order to accord proper acknowledgement to the GEF for providing funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy³⁰ and the GEF policy on public involvement³¹.

VIII. FINANCIAL PLANNING AND MANAGEMENT

158. The total cost of the project is US\$5,250,000. This is financed through a GEF grant of US\$2,000,000 and US\$3,250,000 in parallel investment. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and any cash co-financing transferred to UNDP bank account only.
159. Parallel investment: At time of GEF CEO Endorsement of this project as part of the GWP global coordination grant, co-financing for project activities was outlined in a UNDP co-financing holding letter for \$US3,000,000. This has since been replaced by co-financing commitments from the Royal Foundation, UNODC and UNDP. The project has been developed to work in parallel with existing partnerships and projects supported by these organizations, namely the United for Wildlife Transport Task Force, the UNODC-WCO Container Control Programme, and the UN Inter-Agency Task Force on Illicit Trade in Wild Flora and Fauna (see Table 7 for more information). The actual realization of this parallel investment will be monitored during the terminal evaluation process and reported to the GEF as part of this process. In addition there will be related investment from other UN agencies in the UN Inter-Agency Task Force and through maritime sector signatories to the Buckingham Palace Declaration that are actively involved in the UFW Task Force. As these entities have not provided formal co-financing letters they are not listed below. The estimated co-financing based on co-financing letters is:

Table 7. Estimated parallel investment by partners aligned to the project activities

Parallel investment source	Type	Amount (estimated)	Planned Activities/Outputs	Risks	Risk Mitigation Measures
UNDP	Grant/In-kind	US\$150,000	Participation and engagement in UN Inter-Agency Task Force (including	No significant risks	Project activities are built upon those which there is

³⁰ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

³¹ See https://www.thegef.org/gef/policies_guidelines.

			secretariat support) and UfW Transport Task Force, technical support and inputs for GWP coordination and implementation (beyond project life cycle services), completion of specific activities including IWT MOOC, joint IWT activities across UN, communications and outreach on IWT (e.g. World Wildlife Day), events at governing bodies and high-level events such as London conference.		already initial agreement and support for
Royal Foundation	In-kind	US\$500,000	Coordination of UfW Transport Task Force. Support for efforts of signatories to the Buckingham Palace Declaration including information-sharing (Task Force analyst), resource portal and awareness-raising materials.	No significant risks	Project activities in Component 1 are designed to support UfW Transport Task Force efforts
UNODC	Grant/In-kind	US\$2,600,000	Container Control Programme activities for project ports – implemented in Dar es Salaam, Mombasa and Laem Chabang port. Will enhance the achievement and sustaining of the project's objective.	Changes in ports in the Container Control Programme	Project activities will be developed to enhance CCP operation at ports and training of trainers will support the sustaining of the project's objective

160. **Budget Revision and Tolerance:** As per the UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the Technical Project Advisor to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the project board. Should the following deviations occur, the Technical Project Advisor and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF: a) budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) introduction of new budget items/or components that exceed 5% of original GEF allocation.
161. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing.)
162. **Refund to Donor:** should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York
163. **Project Closure:** Project closure will be conducted as per the UNDP requirements outlined in the UNDP POPP (see (<https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>) On an exception basis only, a no-cost extension beyond the initial duration of the project will be sought from the UNDP-GEF Executive Coordinator.
164. **Operational completion:** The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal

Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Istanbul Regional Hub when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

165. Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

166. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Istanbul Regional Hub will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Istanbul Regional Hub.

IX. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan	
Atlas Proposal or Award ID:	00109494 Atlas Primary Output Project ID: 00108842
Atlas Proposal or Award Title:	Maritime Trafficking of Wildlife between Africa and Asia
Atlas Business Unit	SVK10
Atlas Primary Output Project Title	Reducing Maritime Trafficking of Wildlife between Africa and Asia
UNDP-GEF PIMS No.	5620
Implementing Partner	UNDP

GEF Component/Atlas Activity	Responsible Party/ (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (US\$)	Amount Year 2 (US\$)	Amount Year 3 (US\$)	Total (US\$)	See Budget Note:
COMPONENT 1 OUTCOME 1: Stakeholders of priority ports work towards and maintain best practice in preventing wildlife trafficking	UNDP	62000	GEF	71400	Contractual Services-Individual	7,500	7,500	7,500	22,500	1
				71200	International Consultants	150,560	83,160	75,660	309,380	2
				71300	Local Consultants	2,700	14,400	14,400	31,500	3
				71600	Travel	86,000	82,320	53,000	221,320	4
				72100	Contractual Services- Companies	109,050	-	19,500	128,550	5
				72200	Equipment and Furniture	2,500	5,000	5,500	13,000	6
				72400	Communications & Audio-Visual Equipment	2,350	1,000	3,000	6,350	7
				72500	Supplies	1,500	2,500	1,000	5,000	8
				72800	IT Equipment	12,500	16,000	10,500	39,000	9
				74200	Audio-Visual & Print Production Costs	9,550	4,000	1,900	15,450	10
				75700	Training, Workshops and Conferences	27,150	72,900	108,300	208,350	11

				sub-total GEF	411,360	288,780	300,260	1,000,400
				Total Outcome 1	\$411,360	\$288,780	\$300,260	\$1,000,400
				Contractual Services- Individ	7,500	7,500	7,500	22,500
				International Consultants	99,740	80,240	80,240	260,220
				Local Consultants	11,500	5,400	7,400	24,300
				Travel	20,000	15,000	15,980	50,980
				Contractual Services- Companies	16,250	16,250	16,250	48,750
				Equipment/furniture			10,000	10,000
				Communications & Audio-Visual Equipment			1,500	1,500
				IT Equipment			1,500	1,500
				Audio-Visual & Print Production Costs		2,500	800	3,300
				Training, Workshops and Conferences	15,000	40,000	184,300	239,300
				sub-total GEF	169,990	166,890	325,470	662,350
				Total Outcome 2	\$169,990	\$166,890	\$325,470	\$662,350
				International Consultants	20,400	37,900	47,900	106,200
				Local Consultants		1,500	1,500	3,000
				Travel	7,000	18,000	11,850	36,850
				Contractual Services- Companies		25,000	25,000	50,000
				IT Equipment	4,000			4,000
				Professional Services	3,000	3,000	3,000	9,000
				Audio-Visual & Print Production Costs		2,000	2,000	4,000
				Training, Workshops and Conferences	11,000	10,000	10,000	31,000
				Miscellaneous	1,200	1,000	1,000	9,200

COMPONENT 2
OUTCOME 2:
 Strengthened coordination and enhanced South-South cooperation on combating wildlife trafficking.

COMPONENT 3
OUTCOME 3:
 Continuous learning and sharing of lessons and results ensures maximum success of the GWP and its wider longer-term impact

				sub-total GEF	46,600	98,400	102,250	247,250
				Total Outcome 3	\$46,600	\$98,400	\$102,250	\$247,250
				Contractual Services-individ	10,000	10,000	10,000	30,000
				Services to project - GOE	6,000	6,000	6,000	18,000
				Services to project - CO Staff	14,000	14,000	14,000	42,000
				sub-total GEF	30,000	30,000	30,000	90,000
				Total Management	\$30,000	\$30,000	\$30,000	\$90,000
				PROJECT TOTAL	\$657,950	\$584,070	\$757,980	\$2,000,000

Summary of Funds: 33

	Amount Year 1	Amount Year 2	Amount Year 3	Total
GEF	\$657,950	\$584,070	\$757,980	\$2,000,000
Royal Foundation	\$200,000	\$150,000	\$150,000	\$500,000
UNDP	\$50,000	\$50,000	\$50,000	\$150,000
UNODC	\$866,700	\$866,700	\$866,600	\$2,600,000
TOTAL	\$1,774,650	\$1,650,770	\$1,824,580	\$5,250,000

³² Should not exceed 5% of total project budget for FSPs and 10% for MSPs. PMU costs will be used for the following activities: Full time or part time project manager (and or coordinator); Full time or part time project administrative/finance assistant; Travel cost of the PMU project staff; Other General Operating Expenses such as rent, computer, equipment, supplies, etc. to support the PMU; UNDP Direct Project Cost if requested by Government Implementing Partner; Any other projected PMU cost as appropriate. Audit should be funded under Outcome 4 on KM and M&E or under project outcomes.

³³ Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc..

Budget notes:

Budget Notes	
Component 1	
1	Contractual Services – Individ (Service contract): Project Associate - technical contributions to Component 1 outputs. \$25,000 a year for 3 years = \$75,000; 30% costed under Component 1 = \$7,500 a year = \$22,500.
2	International Consultant Inputs: Technical Project Advisor contributions to Component 1 outputs. \$120,000 a year for 3 years = \$360,000; 50% costed under Component 1 = \$60,000 a year = \$120,000. KM Officer contributions to Component 1 outputs. \$40,800 per year (@150 days/year) for years 1-3 = \$122,400; 20% costed under Component 1 = \$8,160 per year = \$24,480. Law enforcement/Customs specialist to review existing port assessment methodologies, develop a comprehensive best practice multi-sector methodology along with a self-assessment methodology for use by port stakeholders and replication across further ports (Output 1.2). 55 days in year 1 @ \$650/day = \$35,750. Law enforcement/Customs specialist to coordinate gap assessment at up to four pilot ports and prepare assessment reports (Output 1.2). 15 days per port @ \$500/day = 60 days, estimated at 1 port in year 1, 2 in year 2, and 1 in year 3 = \$30,000. Graphic design of guidelines and implementation road map for maritime sector to combat IWT (Output 1.1), and port gap analysis and self-assessment methodologies (Output 1.2): 41 days @ \$400/day in year 1 = \$16,400. Law enforcement/Customs specialist to implement the PortMATE methodology at up to four pilot ports and train local stakeholders in its use (Output 1.2). 35 days in year 1 @ \$650/day = \$22,750. Total = \$309,380.
3	Local Consultant inputs: Translation/interpretation services for gap analyses at pilot ports (Output 1.2, years 1-3) and for specialized law enforcement training (Output 1.2, years 2-3) and interpretation for awards ceremony (Output 1.3, year 3) = \$31,500.
4	Travel: Travel (airfares, DSA, local travel) for international consultants and sub-contractors for awareness raising campaigns at ports (Output 1.1, year 1), gap analysis trips and PortMATE assessments at up to four pilot ports (Output 1.2), and assessment of appropriate incentives for ports to inform development of certification scheme feasibility (Output 1.3, year 1); for gap analysis team of up to 10 specialists at up to four ports (Output 1.2, @ \$36,050 per port with 1 gap analysis estimated in year 1, 2 in year 2 and 1 in year 3); and for PMU trips to support implementation of Outputs 1.1, 1.2 and 1.3 (all years). \$86,000 in year 1, \$82,320 in year 2 and \$53,000 in year 3 = \$221,320.
5	Contractual Services - Companies: Sub-contracting of standards/certification specialist services to explore the feasibility of the establishment of a Ports of Excellence scheme and/or integration within an existing scheme (Output 1.3, year 1, \$19,500) along with development and branding of the preferred option(s) (year 3, \$19,500), block cost = \$39,000. Sub-contracting of specialist communications services to develop and implement targeted awareness campaigns across relevant media for port-based stakeholders (Output 1.1), block cost in year 1 = \$80,000. Total = \$128,500.
6	Equipment & Furniture: Purchase of equipment to improve capacity to combat illegal wildlife trade at ports (Output 1.2, years 2-3, \$10,000), equipment for excellence awards ceremony (Output 1.3, year 3) = \$13,000.
7	Communications & Audio-Visual Equipment: Communications and audio-visual equipment for implementation of awareness campaigns at ports and global maritime stakeholder workshop (Output 1.1, year 1), specialized law enforcement training (Output 1.2, years 2-3) and awards ceremony (Output 1.3, year 3) = \$6,350.
8	Supplies: Supplies, stationary to support gap analyses at up to four ports (Output 1.2, years 1-3) = \$5,000.
9	IT Equipment: IT equipment for implementation of awareness campaign and global maritime stakeholder workshop (Output 1.1, year 1), law enforcement training workshops and provision of computers/software support capacity building at ports (Output 1.2, years 2-3, \$30,000), and awards ceremony (Output 1.3, year 3) Purchase of laptop for Project Associate. \$2,000 in year 1. = \$37,000.
10	Audio-Visual and Print Production Costs: Printing for implementation of awareness campaign and global maritime stakeholder workshop materials and follow-up guidelines/report (Output 1.1, year 1); gap analysis and PortMATE methodologies (Output 1.2, year 1) and law enforcement training materials (Output 1.2, years 2-3); documentation for Ports of Excellence scheme/chosen incentives options (Output 1.3, year 3) and audio-visual and printing for awards ceremony (Output 1.3, year 3) = \$15,450.
11	Training, Workshops and Conferences: Workshop/conferences costs for maritime stakeholder awareness raising and participatory progress assessment workshop (Output 1.1, year 1, \$27,150), specialist law enforcement training (and follow-up training) for up to four pilot ports (Output 1.2, years 2-3, proposed delivery by UNODC via UN-to-UN Agreement, \$145,800), and awards excellence ceremony (Output 1.3, year 3, \$35,400). Total = \$208,350.
Total Component 1: \$1,000,400	
Component 2	
12	Contractual Services – Individ (Service contract):

	Project Associate <u>technical contributions</u> to Component 2 outputs. \$25,000 a year for 3 years = \$75,000; 30% costed under Component 1 = \$7,500 a year = \$22,500.
13	International Consultant Inputs: Technical Project Advisor contributions to Component 2 outputs. \$120,000 a year for 3 years = \$360,000; 50% costed under Component 2 = \$60,000 a year = \$120,000. KM Officer contributions to Component 2 outputs. \$40,800 per year (@150 days/year) for years 1-3 = \$122,400; 30% costed under Component 2 = \$12,240 per year = \$36,720. Graphic design of UN Task Force materials and reports including Francophone law symposium report (Output 2.2). 20 days in years 1-3 @ \$400/day = \$24,000. Legal specialist to support wildlife law symposium for Francophone Africa and draft symposium report (Output 2.2, year 1). 30 days @ \$650/day = \$19,500. Total = \$260,200.
14	Local Consultant Inputs: Interpretation/translation for joint training (and follow-up training) on information-sharing to combat IWT (Output 2.1, year 3), for UN Task Force Francophone law symposium (Output 2.2, year 1) and for translation of UN Task Force materials (Output 2.2, years 1-3) = \$24,300.
15	Travel: Travel (airfares, DSA, local travel) for international consultants and sub-contractors for law enforcement advisory services (Output 2.1, years 1-3) and Francophone law symposium (Output 2.2, year 1); and for PMU travel to support implementation of Outputs 2.1 and 2.2 (years 1-3). \$20,000 for year 1, \$15,000 for year 2 and \$15,980 for year 3 = \$50,980.
16	Contractual Services: Sub-contracted wildlife law enforcement advisory services provided to ports and GWP countries (Output 2.1). 3-year block cost estimating 25 days/year for years 1-3 = \$48,750.
17	Equipment & furniture: Purchase of tracking devices for specialized investigation techniques training for mock controlled deliveries (year 3; Output 2.1) = \$10,000.
18	Communications & Audio-Visual Equipment: Communications and audio-visual equipment for joint training on information-sharing to combat IWT and specialized investigation techniques (year 3; Output 2.1) = \$1,500.
19	IT Equipment: IT equipment for joint training on information-sharing to combat IWT and specialized investigation techniques (year 3; Output 2.1) = \$1,500.
20	Audio-Visual and Print Production Costs: Printing for information-sharing and specialized investigation techniques training materials (year 3; Output 2.1) and UN Task Force materials (year 2; Output 2.2) = \$3,300.
21	Training, Workshops and Conferences: Workshop/conferences costs for joint training (and follow-up training) on information-sharing to combat IWT and specialized investigation techniques such as controlled deliveries (year 3; \$184,300; Output 2.2), proposed to be delivered by UNODC via UN-to-UN Agreement; and for UN Task Force Francophone law symposium (year 1; \$15,000) and for participatory planning to support implementation of regional strategies to combat IWT (year 2; \$40,000; Output 2.2) = \$239,300.
Total Component 2: \$662,350	
Component 3	
22	International Consultant Inputs: KM Officer contributions to Component 3 outputs. \$40,800 per year (@150 days/year) for years 1-3 = \$122,400; 50% costed under Component 3 = \$20,400 per year = \$61,200. Graphic design of best practices and learning materials (Output 3.1) = \$15,000 over years 2-3. Contributions to the costs for evaluators for independent mid-term review (\$10,000, year 2) and terminal evaluation (\$20,000, year 3), coordinated by the World Bank for the GWP global coordination project (Output 3.2) = \$30,000. Total = \$106,200.
23	Local Consultant Inputs: Interpretation/translation for best practices and learning/e-learning materials (Output 3.2). \$1,500 in years 2-3 = \$3,000
24	Travel: Travel (airfares, DSA, local travel) for sub-contractors for development of e-learning materials (Output 3.2); and for PMU travel to support coordinated M&E and contribution to GWP events (Output 3.1) and documentation of best practices (Output 3.2). \$7,000 for year 1, \$18,000 for year 2 and \$11,850 for year 3 = \$36,850.
25	Contractual Services - Companies: Specialist e-learning services to prepare best practices and e-learning materials for maritime stakeholders (Output 3.1). Block cost, years 2-3 = \$50,000.
26	IT Equipment: IT equipment to support video capture and documentation of best practices (Output 3.1). \$4,000 in year 1.
27	Professional Services: Professional Services for annual audit in accordance with UNDP-GEF policy @ \$3,000 per year = \$9,000.
28	Audio-Visual & Print Production Costs: Audio-visual and printing for documentation of best practices and learning materials (Output 3.1). \$2,000 in years 2-3 = \$4,000.
29	Training, Workshops and Conferences: Workshop/conference costs for project inception workshop (\$11,000, year 1) and annual Project Board meetings (\$20,000: \$10,000 in year 2 and year 3; Output 3.2) = \$31,000.
30	Miscellaneous:

Sundry and miscellaneous costs during project implementation years 1-3 = \$3,200.	
Total Component 3: \$247,250	
Project Management Costs	
31	Contractual Services – Individ (Service contract): Project Associate support for administration of project. \$25,000 a year for 3 years = \$75,000; 40% costed under PMC = \$10,000 a year = \$30,000.
32	Direct Project Costs: Estimated charges by Istanbul Regional Hub @ \$20,000 per year reserved for DPC = \$60,000. Budget for Direct Project Costs is estimated for direct project services planned to be carried out by UNDP IRH, such as: recruitment of project personnel, procurement of goods and services, processing travel, payments, logistic support to workshops. Exact DPC will be calculated based on the provided services and Universal Price List, and charged to the project budget accordingly.
Total Project Management costs: \$90,000	
Total Project Budget GEF: \$2,000,000	

X. LEGAL CONTEXT

167. This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to "Executing Agency" shall be deemed to refer to "Implementing Partner."
168. This project will be executed by UNDP via its Istanbul Regional Hub ("Implementing Partner") in accordance with the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.
169. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
170. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
171. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
172. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
173. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
174. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XI. MANDATORY ANNEXES

Annex 1. Multi-Year Work Plan

Task	Responsible Party	Year 1				Year 2				Year 3				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Component 1: Best practice in combating maritime wildlife trafficking														
Output 1.1: Awareness of maritime transport stakeholders strengthened through port-based awareness-raising campaigns and a global shipping industry workshop														
Activity 1.1.1: Development and implementation of an awareness-raising campaign for port-based stakeholders and staff	UNDP													
Activity 1.1.2: Development and implementation of a global workshop to raise awareness and support among shipping companies, freight forwarders and clearing agents	UNDP													
Activity 1.1.3: Production and dissemination of awareness-raising materials for port stakeholders and the shipping industry (see also Output 3.1)	UNDP													
Output 1.2: Comprehensive multi-stakeholder gap analysis conducted at key ports and capacity building implemented to strengthen wildlife law enforcement														
Activity 1.2.1: Development of a methodology for a comprehensive 'best practice ports' gap analysis for port-based stakeholders.	UNDP													
Activity 1.2.2: Pilot the deployment of the best practice gap analysis methodology in up to four ports, through a multi-stakeholder team bringing together members of the UFW Transport Task Force and ICCWC partners.	UNDP													
Activity 1.2.3: Implementation of targeted capacity-building in response to the results of completed port gap analyses (and prior baseline assessments conducted at each port)	UNDP/UNODC													
Activity 1.2.4: The development, piloting and roll-out of a self-assessment monitoring tool for port stakeholders to assess their performance and improvements in combating wildlife trafficking.	UNDP													
Activity 1.2.5: Provision of support to integrate ports-based stakeholders within law enforcement capacity-building activities delivered under GWP national projects, identified on an opportunistic basis during project implementation.	UNDP													
Output 1.3: Best practice in combating wildlife trafficking incentivised through an excellence scheme and/or excellence awards														
Activity 1.3.1: Completion of a feasibility study for a 'Ports of Excellence' scheme to determine how incentives for improving port performance could best be designed to motivate ports to strengthen efforts at combating wildlife trafficking.	UNDP													
Activity 1.3.2: Subject to confirmation of feasibility and the findings of the feasibility assessment: Design, development and branding of the identified option(s) and support for the implementation of the identified option(s) among target ports on a pilot basis.	UNDP													
Activity 1.3.3: Establishment of awards for excellence in combating maritime wildlife trafficking at ports and	UNDP													

Task	Responsible	Year 1			Year 2			Year 3		
convening of an awards ceremony by project close.										
Component 2: Cooperation in combating maritime trafficking										
Output 2.1: South-south communication systems, networks and capacity for international cooperation strengthened										
Activity 2.1.1.: Specialized training, including through a joint workshop for up to four target ports, on the importance of sharing intelligence and information and on the use of secure information-sharing facilities.	UNDP/UNODC									
Activity 2.1.2: Collaborative training on specialized investigative techniques that support international cooperation, such as controlled deliveries.	UNDP/UNODC									
Activity 2.1.3: Technical support to strengthen capacity and collaboration to combat wildlife trafficking across GWP countries.	UNDP									
Activity 2.1.4: Provision of 'on demand' specialist law enforcement support and advisory services to port stakeholders and national law enforcement agencies, including for emergency responses where immediate advice, technical support and/or financial assistance (e.g. travel) is needed to bring countries together to cooperate on significant wildlife crime incidents, cases or investigations.	UNDP									
Output 2.2: Collaborative UN initiatives delivered in support of national efforts to combat illicit trade in wildlife										
Activity 2.2.1: Convening of a wildlife crime law symposium for francophone African countries.	UNDP									
Activity 2.2.2: The joint production of awareness-raising, outreach and capacity-building materials, such as a Massive Open Online Course on illegal trade in wildlife, and the translation of such material into different languages.	UNDP									
Activity 2.2.3: Coordinated UN support to the implementation of the African Strategy on Combating Illegal Exploitation and Illegal Trade in Wild Fauna and Flora in Africa	UNDP									
Activity 2.2.4: Jointly-delivered capacity-building to support counter-wildlife trafficking efforts across GWP countries, developed and agreed based on the identified needs and implementation progress of national projects.	UNDP									
Component 3: Knowledge management and monitoring and evaluation										
Output 3.1: Documentation of best practices and lessons shared across the GWP and with other initiatives										
Activity 3.1.1: Active participation in GWP virtual and face-to-face knowledge exchange events, along with support for the identification of topics for future knowledge exchange events based on the individual and combined needs of GWP projects, and the convening of knowledge exchange events delivered by UNDP and project partners	UNDP									
Activity 3.1.2: Identification and documentation of best practices and lessons learned on combating wildlife trafficking pulled together across this project, GWP national projects and across the GEF portfolio.	UNDP									
Activity 3.1.3 Production of specific learning and awareness-raising materials for best practice in combating wildlife trafficking.	UNDP									
Output 3.2: Project activities and results regularly monitored and evaluated										

Task	Responsible	Year 1			Year 2			Year 3				
Activity 3.2.1: Review and update M&E plan including results framework baselines during project inception phase	UNDP											
Activity 3.2.2: Holding a project inception workshop (and/or series of inception meetings),	UNDP											
Activity 3.2.3: Oversight missions and periodic reporting for the project, along with support for coordinated monitoring and reporting for GWP national projects	UNDP											
Activity 3.2.4: Contributions to the mid-term review and terminal evaluation of the GWP Global Coordination Project coordinated by the World Bank, and the preparation of project-specific management responses to follow up on relevant recommendations from these independent reviews of progress	UNDP											

Annex 2. Monitoring and Evaluation Plans

The Technical Project Advisor, and Knowledge Management, M&E and Communications Officer will collect results data according to the following monitoring and evaluation plans.

Monitoring Plan

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project Objective: To reduce maritime trafficking of wildlife between Africa and Asia through strengthened wildlife law enforcement capacity at ports and improved South-South and institutional cooperation	0.1: IRRF output indicator: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level 0.2: Total number of direct project beneficiaries (disaggregated by gender) ³⁴ .	For this project, 'new partnerships mechanisms' relate to the engagement of port stakeholders in project-related activities to combat maritime wildlife trafficking	Monitored as part of ongoing Technical Project Advisor support to ports	At project end	Knowledge Management & Project Officer and Technical Project Advisor	Agreements between UNDP and/or implementing partners and each port; project terminal evaluation and external audit	Selected ports wish to participate in project activities.
		For this project, 'direct project beneficiaries' will relate to the maritime stakeholders engaged in project activities, the number of law enforcement staff (including police, customs, wildlife	Awareness-raising estimates of reach and stakeholder meeting and training workshop reports	Data collected during each project activity for full assessment at end of project	Activity leaders to take photo and collect details such as names and knowledge acquired, and Technical Project Advisor to compile	Verified lists of names from project activities; project terminal evaluation and external audit	This indicator assumes that female staff are already present in stakeholder supply chains employed in the relevant departments and at relevant positions/levels, as the project may not be able to influence the hiring of new female staff if none are already present

³⁴ All gender-disaggregated indicators will be defined further during baseline assessments at each port, to determine current numbers of relevant male and female staff and to ascertain a feasible target for increasing gender parity and ensuring women's empowerment.

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
	0.3: Annual statistics for: a) number of seizures (GWP coordination project indicator) b) number of arrests c) percentage of seizures that translate into arrests (collated across participating countries; GWP TT)	To indicate overall success of the project in incentivizing and strengthening performance to tackle wildlife trafficking within and between ports, and from interception to arrest	Government data on seizures and arrests, collated through GWP projects	Baseline, mid-term and terminal evaluation of national GWP projects Annual if possible	Technical Project Advisor, GWP national projects	GWP national project mid-term reviews, project terminal evaluation and external audit; reports by Task Force and ICCWC partners	This assumes that relevant governments collect and will be willing to share data on seizures and arrests, and that this is already incorporated within GWP national project results frameworks. It also assumes that this data is recorded clearly, fully and reliably by the relevant government staff and will be made available to this project in a timely manner.
Project Outcome 1: Stakeholders at ports and across the shipping sector work towards, and maintain, best practice in combating wildlife trafficking.	1.1: Number of maritime sector signatories committing to and actively implementing the Buckingham Palace Declaration commitments 1.2: Change in knowledge and attitudes port stakeholders (disaggregated by	To indicate the buy-in and willingness of the maritime sector to combat wildlife trafficking. To indicate the successful raising of awareness of port stakeholders of IWT and consequent increase in support	The list maintained by United for Wildlife of signatories to the Buckingham Palace Declaration commitments Port stakeholder survey	At end of project Following survey of knowledge and attitudes at the beginning and	Knowledge Management & Project Officer and Technical Project Advisor Knowledge Management & Project Officer and Technical Project Advisor	Project terminal evaluation and external audit Project terminal evaluation and external audit	This indicator assumes that many actors in the maritime sector will be convinced of the importance of combating maritime wildlife trafficking and that the signing of the Buckingham Palace Declaration commitments is one important step to take. This indicator assumes that increased awareness of the negative impacts and penalties of IWT results in an increase in support for combating IWT. However, during questionnaire surveys port stakeholders may falsely portray support.

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
	gender) regarding illegal wildlife trade	towards combating IWT		at project end			or exaggerate apparent support, for tackling IWT. In addition, unless the same stakeholders can be interviewed each time, it assumes that interviewees are representative of all other stakeholders.
	1.3: Changes in ongoing anti-trafficking practices and capacity at ports	To indicate increase in anti-trafficking capacity at ports	PortMate scores for each participating port	During baseline capacity audits at each port and at end of project	Technical Project Advisor	Project terminal evaluation and external audit, as well as possibly through certification	Ports are interested and willing to use PortMate
Project Outcome 2: Strengthened coordination and enhanced South-South cooperation on combating wildlife trafficking	2.1: Total number of customs, police, wildlife agency officers (disaggregated by gender) within each port/country who fulfil minimum competency requirements to intercept and arrest wildlife trafficking criminals.	To indicate an increase in capacity of ports to tackle wildlife trafficking as a result of capacity building investments during the project	Post-training course evaluation	At the end of each training course	Workshop leaders and with Knowledge Management & Project Officer and Technical Project Advisor to follow-up	Photographic evidence of course participants with certificates and project terminal evaluation and external audit	The relevant individuals will attend the training which in turn will be appropriate to increase their level of capacity. This indicator assumes that female staff are already employed in the relevant departments.
	2.2: Number of direct port-port wildlife-related communications conducted by ports, e.g. via ContainerCOMIM	To indicate success in strengthening relationships and communication capacity between ports and relevant agencies, and to indicate the actual	Reports by each port and/or Container Control Programme (ContainerCOMIM) monitoring data / other communications records as applicable	During baseline capacity audits at each port and at project end	UNODC and/or WCO as well as relevant officers at ports, and with Knowledge Management & Project Officer and	Project terminal evaluation and external audit	This indicator assumes not only that ports staff become sufficiently trained on both wildlife trafficking and ContainerCOMIM to have the capacity to use it, but also that they are allowed, willing and have the time to combat wildlife trafficking.

Monitoring	Indicators	Description	Data source/ Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
	2.3 Number of collaborative UN initiatives	use of the enhanced awareness and increased capacity To indicate the level of serious collaboration among UN Entities	Annual- and meeting-reports of the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products	Annually	Technical Project Advisor to follow-up Annual- and meeting-reports of the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products	Press-releases, seminar reports, actual online courses etc.	UN entities recognize the benefits of coordination and collaborative action and endeavor to be pragmatic and forthcoming for joint efforts to materialize.
Project Outcome 3: Continuous learning and sharing of lessons and results ensures maximum success of the GWP and its wider longer-term impact	3.1 Number of lessons learned from this project and shared with stakeholders, including other UN agencies	To indicate both that lessons learned are collected but also that the project contributes to UN inter-agency collaboration by sharing best practice	Reports from seminars, publications and other means of sharing good practice	Annually	Knowledge Management & Project Officer and Technical Project Advisor	External reports	This indicator assumes that the project gives rise to a sufficient number of new lessons/good practice to be shared and that other UN agencies are interested in receiving and able to make use of any lessons shared.
	3.2: Number of lessons learned captured across the Global Wildlife Program (including thematic issues across projects) and shared with GWP projects and stakeholders	To indicate both that lessons learned are collected but also that the project contributes to UN inter-agency collaboration by sharing best practice	Reports from seminars, publications and other means of sharing good practice	Annually	Knowledge Management & Project Officer and Technical Project Advisor	External reports	This indicator assumes that the project gives rise to a sufficient number of new lessons/good practice to be shared and that the project can meaningfully engage with GWP national projects

Evaluation Plan

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the UNDP Evaluation Plan	Budget for consultants	Other budget (i.e. travel, site visits etc...)	Budget for translation
Terminal Evaluation	After terminal PIR	To be submitted to GEF within three months of operational closure	Mandatory	US\$ 20,000 (contribution to TE organized by World Bank for GWP global coordination project)	none	none
Total evaluation budget				US\$20,000		

Annex 3. Terms of Reference for Project Board and PMU

Standard Background Information for all Terms of Reference

Poaching and illicit trafficking of wildlife is among the five most lucrative illegal trades globally, estimated to be worth around US\$10-20 billion annually. UNDP has recognized the growing problem of illegal trade in wildlife and wildlife trafficking and is responding accordingly, both in policy engagement and in UNDP-GEF programming.

In June 2015, the GEF launched the flagship "Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development" program, bringing together funding from the GEF and a wide range of partners, including the Governments of participating countries, GEF Agencies, bilateral and multilateral donors, foundations, the private sector and civil society. Participating countries include: Afghanistan, Botswana, Cameroon, Republic of Congo, Ethiopia, Gabon, India, Indonesia, Kenya, Malawi, Mali, Mozambique, Philippines, South Africa, Tanzania, Thailand, Vietnam, Zambia and Zimbabwe. UNDP is supporting thirteen of the GWP national projects.

In addition to national-level projects being implemented in the above-mentioned countries, one global project has been developed to provide coordination support to each of the national projects. It is being jointly led by the World Bank and UNDP, with the World Bank playing the main role. One of the sub-components of this project focuses on combating maritime trafficking of wildlife between Africa and Asia. The GEF has awarded a grant of \$2 million for this sub-component which is to be led by UNDP. The objective of the project is to **reduce maritime trafficking of wildlife between Africa and Asia through strengthened wildlife law enforcement capacity at ports and improved South-South and institutional cooperation**. As this project forms part of the Global Coordination Project of the Global Wildlife Program, preference will be given to ports located in countries that have a national GWP project, and where possible, opportunities will be identified to deliver activities that build on national GWP projects with parallel investment from these projects. Work to strengthen anti-trafficking capacity will preliminarily target the four ports of Dar es Salaam (Tanzania), Mombasa (Kenya), Surabaya (Indonesia) and Laem Chabang (Thailand). The project will also work on a global level to strengthen the performance of ports and the wider shipping industry in tackling wildlife trafficking in the long term.

The project is divided into three components:

1. Best practice in combating maritime wildlife trafficking

This component aims to increase awareness, incentives, and capacity for port-based law enforcement staff, port operational staff and the shipping industry, to support the achievement of best practice in combating maritime wildlife trafficking at sea ports. In doing so it directly responds to commitment #10 of the Buckingham Palace Declaration. UFW Transport Task Force members will be engaged in the implementation of this component and it has been designed to build on the efforts of signatories to the Buckingham Palace Declaration.

This component will: i) build awareness among port-based stakeholders and shipping industry to provide a foundation for efforts to achieve best practice in combating wildlife trafficking across the maritime sector; ii) develop a methodology for assessing best practice in combating maritime wildlife trafficking at ports and pilot its use at up to four ports along with targeted capacity-building efforts, and develop a self-assessment monitoring tool for ports to monitor enhanced performance; iii) pilot incentives to engage and reward ports that excel in combating wildlife trafficking, including through exploring the feasibility of a best practice certification scheme.

2. Cooperation in combating marine wildlife trafficking

Component 2 will focus on bringing together different ports, countries and players to work cooperatively on combating wildlife trafficking across key illicit trade chains. This component works in parallel with the largely national focus and capacity building in Component 1 to strengthen capacity and willingness to cooperate at an international level. It will also strengthen collaboration between UN entities with a mandate related to combating wildlife crime to leverage the strengths and expertise of different agencies into coordinated, efficient and targeted support to national governments.

Component 2 will build off existing baseline efforts such as the Port Control Units (PCUs) established under the UNODC-WCO Container Control Programme. These provide a strong basis for inter-agency and inter-port communication and the project will focus on strengthening communication between PCUs directly and through joint training establishing personal contacts which is likely to make them more prone to contact and trust each other with news of wildlife trafficking incidents and collaborate on law enforcement. Opportunistic and strategic activities to enhance collaboration on combating trafficking between GWP countries will also be supported.

This component will: i) establish and strengthen South-south communication systems, collaboration networks and capacity for international cooperation including the use of specialized investigation techniques in combating wildlife trafficking; and ii) deliver a range of jointly-delivered UN initiatives among member entities of the UN Inter-agency Task Force on Illicit Trade in Wildlife and Forest Products.

3. Knowledge management and monitoring and evaluation

Component 3 will focus on knowledge management since it is viewed as critical to the achievement of the project objective. Ongoing learning and adaptive management of the project as well as intra-UN coordination, learning from and sharing of information with other initiatives working at ports will contribute significantly to ensuring a successful project. This will include internal knowledge management, i.e. monitoring of project progress, as well as bringing in best practice from and disseminating knowledge across the GWP, across other relevant GEF projects, and across projects and initiatives implemented by other players (e.g. the ROUTES partnership).

This component will: i) identify, document and disseminate best practices and lessons learned on combating wildlife trafficking; and ii) ensure effective monitoring and evaluation of project results, along with coordination of monitoring and evaluation across the GWP to support a consistent approach to measuring the effectiveness of counter-wildlife trafficking efforts.

Terms of Reference for the Project Board

Membership

The Project Board will include UNDP (Istanbul Regional Hub and UNDP-GEF), the World Bank (representing the Global Wildlife Program - GWP), the Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry (facilitating collaboration with the United for Wildlife Transport Task Force - UfW), and United Nations Office on Drugs and Crime – UNODC (representing the International Consortium on Combating Wildlife Crime – ICCWC), and potentially additional parties if found appropriate as the project develops and as agreed by Existing Board members. This composition ensures communication with a range of relevant stakeholders and experts, as well as the involvement of both Global Wildlife Programs, ICCWC and the UfW Transport Task Force in the project's progress.

Each organization will designate at least one person to serve on the Board. In the event that a Board member is unable to participate in a meeting, the organization represented by the person in question may designate another representative to participate in the meeting.

Operations

The Project Board is responsible for taking management decisions by consensus of all members present when guidance is required by the Technical Project Advisor, including recommendations for UNDP/implementing Partner approval of project plans and revisions. The decisions by the Project Board shall be made in accordance with standards that ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decisions will rest with the UNDP Programme Manager as UNDP has ultimate accountability for the project.

The Project Board will hold annual meetings which ideally should be in-person meetings, and if needed additional meetings through conference calls. Dates of meetings will be agreed by a consensus of the Board members. Papers or documents requiring the approval of the Board will be circulated to the Board members at least one week prior to the date on which a decision is needed.

The Project Board will decide on corrective action, as needed, to ensure that the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up good practice, and to highlight project results and lessons learned with relevant audiences. This final review meeting may also discuss the findings outlined in the project terminal evaluation report and the management response.

Summary of duties:

- To support co-ordination and smooth implementation of the project, and in particular close and effective co-operation among project staff, GWP and ICCWC partners, the Royal Foundation and representatives of the United for Wildlife Transport Task Force, and national GWP projects, as appropriate.
- To approve the strategic budget, without prejudice to existing or future commitments to project donors.
- To provide oversight of strategic direction, including deciding on any changes to the strategy, and of the implementation of the project work plan, as well as receiving and reviewing progress reports, including financial reports.
- To build on experiences from related fields (such as law enforcement, the transport sector, best practice schemes, performance monitoring etc), and use lessons learned to support the implementation of the project, including the development of its innovative aspects, such as the Ports of Excellence scheme.
- To ensure efficiency, cost-effectiveness and value for money in project delivery.

- To approve the content of major communication products on the project to external and public audiences.
- To promote the success of the project, including through identification of potential new sources of financial support or other relevant initiatives that may arise and may support the objectives of the project.
- To review the performance of the project and to propose changes in implementing team functions and composition should the need arise, taking account of recommendations from the project staff.
- To help solve any problems or conflicts that may arise.

As the Project Board will provide overall guidance to the Project it will not be expected to deal with day-to-day management and administration of the Project. This will be handled by the Project team under guidance from the Offices of the Implementing Agency (to ensure conformity with UN's requirements).

The Project Board is especially responsible for evaluation and monitoring of Project outputs and achievements. In its formal meetings, the Project Board will be expected to review the Project work plan and budget expenditure, based on the submitted report. The Project team should be consulted for supporting any changes to the work plan or budget, and is responsible for ensuring that the Project remains on target with respect to its outputs. Where necessary, the Project Board will support definition of new targets in coordination with, and approval from, the Implementing/Executing Agencies.

Draft Terms of Reference for the Technical Project Advisor

[Insert the introduction to the project contained above]

A Technical Project Advisor is sought to substantively lead the implementation of activities of the Global Maritime Wildlife Trafficking Project, and assist UNDP's partnerships with other actors working to prevent and combat illegal trade in wildlife.

Duties and Responsibilities

The Technical Project Advisor's role will be in technical support and partnership consulting as well as project advisory. S/he will be home-based with international missions to project sites and stakeholder's offices. The Consultant will be supported by a part-time Project Associate located at the UNDP Istanbul Regional Hub, and a home-based Knowledge Management, M&E and Communications expert.

Project Technical Support

The Consultant provides technical support to the project and consults on various partnerships matters, and it is the responsibility of the Consultant to ensure that, across all components, all awareness-raising, technical and capacity-building activities are tightly aligned with, and complement the work of UNDP's national projects, and those of other actors working on similar capacity building, particularly within the Global Wildlife Program.

As regards specific outputs, the Consultant will have the following responsibilities:

Component 1: Best practice in combating wildlife trafficking

The Consultant will be responsible for planning and driving all efforts under this component, with the goal of ensuring maximum impact, complementing the activities already undertaken, ongoing efforts, or planned interventions by others such as by UNODC, WCO and other ICCWC partners, the "Container Control Programme", the "INAMA" programme, the United for Wildlife Transport Task Force, United for Wildlife, TradeMark East Africa and various NGOs such as TRAFFIC for example. The Consultant shall ensure an effective sequencing of efforts and support the design of the efforts, including awareness-raising campaigns, possible establishment of a new excellence award for ports to fight illegal trade in wildlife, or the inclusion of such components into existing schemes, as well as all training and ensure that relevant gender aspects are included in project implementation³⁵. The Consultant will support procurement and cooperation with implementing organizations and consultants to ensure effective implementation. The Consultant shall guide and collaborate with other implementing partners as much as possible to ensure the successful outcome of the project. The Consultant will assess the quality of any proposed training and contribute to make the content of any training specific, relevant and of high quality. This includes ensuring that gender aspects are included in the curriculum, as relevant, and that already existing available courses and resource material are used³⁶.

The Consultant shall furthermore work closely with the consultant hired for the feasibility study of the Ports of Excellence scheme, especially as regards its possible design and operationalization. The Consultant will support each willing port striving to comply with the requirements, and will lead the preparations for, and organization of, the first Ports of Excellence recognition ceremony, if a new scheme or award is deemed feasible

Component 2: Cooperation in combating maritime wildlife trafficking

The Consultant will be responsible for planning and driving all efforts under this component, with the goal of ensuring maximum impact, complementing the activities already undertaken, ongoing efforts, or planned interventions by other entities, and integrate gender aspects when relevant. The Consultant will consider the ability and needs of each port, and the policies and regulations of each individual country and overview that the

³⁵ For example by drawing on gender-related work undertaken by Trade-Mark East Africa, and the first comprehensive gender mainstreaming assessment of the Port of Mombasa that was carried out in 2016.

³⁶ This may include a Massive Open Online Course on illegal trade in wildlife by the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products.

response is designed accordingly. Work under this component may therefore begin with the support of procurement of capacity-enhancing efforts at national level such as the ability to use IT-based communication and information-sharing systems, improvement of national legislation enabling international collaboration etc. Once the national capacity is judged sufficient, implementation should proceed with activities to enhance the capacity of ports to collaborate among the different national actors involved in the fight against illegal maritime trade in wildlife within each country, and the third important step is enhanced international collaboration among the ports involved. However, efforts to enhance the capacity of each national stakeholder, their collaboration at the national level as well as their ability to collaborate at the international level may not necessarily be sequenced, but could run in parallel if such an approach is judged efficient. The Consultant will procure and support implementing organizations and consultants to ensure effective implementation.

The Consultant will also assist UNDP's efforts to effectively coordinate its various projects within the Global Wildlife Programme (GWP) internally, and with other GWP partners. In addition, the Consultant shall support UNDP to continue to build good working relationships and deepen coordination and collaboration with external actors in general, and in particular with other GWP partners and other UN entities, such as the Members of the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products and FAO and the World Bank.

Component 3: Knowledge management and monitoring and evaluation

The Consultant's input to this component will be accounted for under his/her project related duties.

The Consultant should also be ready to provide advisory support and assistance with other tasks related to UNDP's partnerships and work to prevent and combat illegal trade in wildlife. Such tasks will primarily be related to the Global Wildlife Program and the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products.

Project Management issues Consulting

The Consultant will be expected to spend around 20% of his/her time on project management related consulting. S/he will have the support of the Project Associate, with whom the Consultant will join forces to fulfil project requirements. The Consultant's project related duties will include support to administrative management, monitoring as well as reporting and knowledge management duties (as per Component 3 of the Project). More specifically the Consultant shall:

- Provide technical inputs for monitoring and reporting on implementation progress according to UNDP and GEF reporting requirements, this includes inputs for quarterly and yearly technical and financial progress reports to UNDP-GEF and the World Bank as applicable. These reports shall describe how far implementation has reached, identify successes and challenges, analyze the contributing factors and suggest how to build on successes and address challenges. These reports should also contain information on any major risks, whether risks have materialized or not, propose remedies, and indicate if risk-levels change or new risks emerge,
- Identify if sources of baseline data are available for project indicators, other than those indicators for which partners will provide baseline data, and if necessary collect baseline data him/herself,
- thereafter be responsible to follow-up, on a yearly basis, on progress towards the goals set, using the indicator framework for the project, and report on it,
- Collect lessons learned from project implementation which may be of interest to others and prepare user-friendly presentations of these lessons,
- Collect and consider lessons learned from other similar projects incorporate them into Project implementation, as feasible,
- Provide recommendations to steer the project in the most effective and efficient way possible towards its intended outcomes,
- Prepare inputs for three-year, annual and quarterly work plans and budgets for the project;
- Cooperate with project team to ensure the timely adherence to work-plans, the cost-effective use of project funds and the delivery of outputs in keeping with the budgets, efficient and coordinated

implementation of all project activities and ensure the achievement of delivery targets and results as outlined in the project work plan.

- Ensure that project outputs are of sufficient quality,
- Ensure communication with all stakeholders as per the communication plan (to be designed during the inception workshop),
- Act as a liaison point between ICCWC partners, consultants and focal points,
- Provide technical inputs for reports on project progress to the Project Board, and seek advice on the strategy forward, as necessary,
- Advise on all procurement processes,
- Consult project activities within the project to ensure maximum cost efficiency with regards to travel, including planning the gathering of data for monitoring and evaluation in coordination with other missions as part of the PM's technical input above, and
- Communicate closely with other GEF project leaders to align and coordinate project activities so that resources may be shared where possible.

Key performance indicators

- Timely and high-quality production of project outputs, with particular focus on:
 - Awareness raising for port stakeholders,
 - Capacity enhancement of frontline officers,
 - Collaboration among ports involved in the project,
 - Collaboration and information sharing/knowledge management with all relevant stakeholders, in particular within UNDP, the Global Wildlife Program, other UN entities, and the World Bank.
- Successful and timely achievement of project indicators as detailed in the Monitoring and Evaluation plan, and
- Timely submission of all project reports (with support from the Project Associate).

Information on working arrangements

- Estimated level of effort including travel days is up to 660 days;
- The Technical Project Advisor will be home based with mission travels;
- The Technical Project Advisor will be given access to relevant information necessary for execution of the tasks under this assignment;
- The consultant will report to, and be directly supervised by UNDP-GEF EBD Regional Technical Advisor;
- The Consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection;
- Given the global consultations to be undertaken during this assignment, the consultant is expected to be reasonably flexible with his/her availability for such consultations taking into consideration different time zones;
- The Consultant will engage regularly with the UNDP Regional Technical Advisor, based in Bangkok, with a periodicity to be agreed upon between the two. In addition, the consultant will also engage, as appropriate, with UNDP Istanbul Regional Hub, other UNDP colleagues based in New York, relevant regional hubs, and country offices, particularly those in Kenya, Indonesia, Tanzania, and Thailand;
- Irrespective of his/her location, the consultant will be expected to be available for at least 2 hours during the regular business hours of the EAT time zone and 2 hours during the regular business hours of the ICT time zone each working day.

- Timeline of deliverables and provided services will be agreed with the supervisor at the beginning of each month.
- Payments will be made upon submission of a detailed time sheet and certification of payment form, and acceptance and confirmation by the Supervisor on days worked (with a “day” calculated as 8 hours of work).

Mission Travel:

- Travel will be required, and missions may include international travel, at up to 45 days travel a year depending on business needs. Expected mission travel shall be discussed with UNDP’s Regional Technical Advisor upon commencement of the assignment, and thereafter updated quarterly. Travel will be for consultations with the UfW Transport Task Force and maritime transport working group (likely destinations: London, Geneva), and for travel to demonstration ports and countries for project capacity building events. Likely destinations include Thailand, Indonesia, Kenya, Tanzania.
- Any necessary mission travel must be approved in advance and in writing by the Supervisor;
- The Advanced and Basic Security in the Field II courses must be successfully completed prior to commencement of travel to join the duty station or first mission travel, whichever takes place first;
- Consultants are responsible for obtaining any visas needed in connection with travel with the necessary support from UNDP;
- The Consultant is required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>;
- Travel for missions will be arranged by UNDP and related expenses will be supported by the project travel fund and will be reimbursed as per UNDP rules and regulations for consultants.

Competencies

Corporate:

- Demonstrates integrity by modelling the UN’s values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

Technical / Functional:

- Expertise in project structuring;
- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Ability to oversee timely project implementation and to provide the necessary trouble shooting to keep project implementation on schedule;
- Ability to formulate and manage budgets, excellent project oversight functions, including audit, accurate and thorough risk assessment and management;
- Ability to lead strategic planning, results-based management and reporting: knowledge of project cycle, excellent work/project planning skills,

Communication:

- Ability to communicate effectively, both verbally and in writing, in a simple, concise and persuasive manner.

Professionalism:

- Ability to work and build partnerships with multiple stakeholders and partners across a wide range of disciplines;
- Demonstrated ability in strategic thinking;
- Strong organizational, reporting and writing abilities;
- Able to work independently and remotely with minimal supervision;
- Remains calm, in control and good humored, even under pressure;
- Consistently approaches work with energy and a positive, constructive attitude;
- Openness to change and ability to receive/integrate feedback.

Teamwork:

- Demonstrated ability to work effectively as part of a collaborative team and process.

Qualifications:

Education:

- Master's degree in a relevant field such as law, international development, international trade, natural resources management or biodiversity conservation.

Experience:

- At least seven years of relevant professional experience related to international trade, maritime sector supply chains, customs and law enforcement, or wildlife management and conservation, and including experience related to combating the illegal trade in wildlife
- At least five years of demonstrated track record in project management with proven achievement of results
- At least five years of experience working in developing countries and preferably with experience in Africa and Asia
- At least two years of experience with developing and delivering capacity building programmes, with experience in law enforcement capacity building an asset
- At least two years of experience working with governments, inter-governmental organizations, and with the private sector internationally on initiatives and/or partnerships related to combating illegal trade in wildlife is highly beneficial to this role
-
- Previous involvement in the implementation of GEF projects is an asset
- Knowledge of standards and practices in international trade in the maritime sector is an asset

Language requirements

- Excellent mastery of spoken and written English is an eliminatory requirement

5. Evaluation of Applicants

Individual consultants will be evaluated based on a cumulative analysis taking into consideration the combination of the applicants' qualifications and financial proposal.

The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable; and
- b) Having received the highest score out of a pre-determined set of weighted technical (P11 desk reviews and interviews) and financial criteria specific to the solicitation.

- Applicants will be evaluated according to a combined scoring method – where the technical criteria will be weighted at 70% and the financial offer will be weighted at 30%;
- The technical criteria (education, experience, languages [max. 70 points] and interview [max. 30 points]) will be based on a maximum 100 points;
- Only the top 4 candidates obtaining 49 points or more of the review of education, experience, languages will be considered for the interview;
- Candidates obtaining 21 points or higher in the interview will be deemed technically qualified and considered for financial evaluation;

Technical Evaluation

Desk review - max. 70 points:

- Criteria A - Education: Master's degree in a relevant field such as law, international development, international trade, natural resources management and/or biodiversity conservation. (max. 10 points)
- Criteria B - At least 7 years of relevant professional experience related to international trade, maritime sector supply chains, customs and law enforcement, illicit trade in wildlife and/or other illicit supply chains, and/or wildlife management and conservation (max. 15 points)
- Criteria C - At least 5 years of demonstrated track record in project management with proven achievement of results is an eliminary requirement (max. 10 points)
- Criteria D – At least 5 years of experience working in developing countries and preferable with experience in Africa and Asia (max. 5 points)
- Criteria E - At least 2 years of experience in developing and delivering capacity building programmes, with experience in law enforcement capacity building an asset (max. 10 points)
- Criteria F – At least 2 years of experience working with governments, inter-governmental organizations, and with the private sector internationally is highly beneficial to this role (max. 5 points)
- Criteria G – Previous experience of managing UNDP-GEF projects is highly desirable for this role (max. 5 points)
- Criteria H – Knowledge of standards and practices in international trade in the maritime sector is an asset (max. 5 pts)
- Criteria I - Excellent mastery of spoken and written English (max. 5 points)

Technical Interviews – max 30 points

Financial Evaluation - 30% of total evaluation – (max 43 points) shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal of those technically qualified.

Draft Terms of Reference for the Knowledge Management and Project Officer

A Knowledge Management and Project Officer is sought to support the knowledge management and communications aspect of the Project. The Knowledge Management and Project Officer will contribute to the implementation of capacity development and knowledge sharing, learning, process improvements, reporting and information and communication management.

[Insert the introduction to the project contained above]

Duties and Responsibilities

The Knowledge Management and Project Officer will work on this project and across the Global Wildlife Program more broadly on a part-time basis of 150 days/year. S/he will be home-based. The Knowledge Management and Project Officer will support the project's Technical Project Advisor as well as the Regional Technical Advisor by contributing to knowledge management, monitoring, evaluation, communications-related work and project support for activities that relate to coordination across the Global Wildlife Program and with UN agencies. She/he will take own initiative and perform daily work in compliance with annual work schedules and report jointly to the project's Technical Project Advisor as well as its Regional Technical Advisor.

The Knowledge Management and Project Officer is expected to spend about 20 percent of his/her time on support to Component 1, 30 percent on support to Component 2, and 50 percent on support to Component 3 of this project.

Specific duties envisaged include:

- Support the gathering of data from the Project and related national UNDP-implemented GWP projects and assist in ensuring that the most relevant and cost-efficient data is collected, including relevant gender-related data,
- Contribute to the analysis of the data collected, and the identification of lessons from project implementation,
- Support reporting from the Combating Maritime Wildlife Trafficking project and related national UNDP-implemented GWP projects, and report at regular intervals to the Technical Project Advisor and Regional Technical Advisor.
- Coordinate information relating to the Combating Maritime Wildlife Trafficking project to the Annual Project Implementation Report (PIR) process, as well as the Mid-Term Review (MTR) and Terminal Evaluation (TE) as relevant,
- Contribute to monitor and review the Project and related national UNDP-implemented GWP projects to identify lessons learned and good practices;
- Coordinate the translation of lessons learned and best practices into visually-appealing communications materials across a range of fora including publications and social media,
- Support the inclusion of lessons from within UNDP and externally from the GWP into the implementation of relevant ongoing UNDP ecosystems and biodiversity projects, and in the design of relevant future UNDP efforts,
- Support UNDP's contributions to monthly GWP virtual knowledge exchanges and participate in and distill lessons from the GWP knowledge exchange;

- Assist in the coordination of the various awareness-raising and capacity-building activities included in the Project and related national UNDP-implemented GWP projects, including support for international events and recruitment and oversight of short-term consultancies
- Support the integrated monitoring of all financial, performance, and operational aspects of the project and contribute to quarterly and annual progress reports and preparation of annual reviews;

Key performance indicators

- Global Project Team is supported successfully and competently to ensure it meets project objectives, milestones, and reporting requirements, and contributes to overall knowledge management.
- Cost-efficient and cost-effective coordination of the project (with support from the Technical Project Advisor and the Project Administrative Assistant)

Information on working arrangements

- Estimated level of effort, including travel, is part time at 150/days per year;
- The Knowledge Management and Project Officer will be home-based with limited mission travel;
- The Knowledge Management and Project Officer will be given access to relevant information necessary for the execution of the tasks under this assignment;
- The Knowledge Management and Project Officer is required to ensure that he/she has his/her own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and has access to a reliable internet connection, at his/her own expense;
- The Knowledge Management and Project Officer will engage regularly with the home-based Technical Project Advisor and the Project Associate as well as the UNDP Regional Technical Advisor based in Bangkok, with a periodicity to be agreed upon.
- In addition, the Knowledge Management and Project Officer will also engage, as appropriate, with other UNDP colleagues based in New York, relevant regional hubs, and country offices, particularly those in Kenya, Indonesia, Tanzania, and Thailand;
- The Knowledge Management and Project Officer will write down and submit the specific deliverables she/he has produced every month to the Technical Project Advisor and the Regional Technical Advisor.
- Payments will be made monthly upon submission of a detailed time sheet (including deliverables and their timely execution) and certification of payment form, acceptance and confirmation by the Senior or Regional Technical Advisor on days worked (with "a day" calculated as 8 hours of work) and satisfactory delivery of outputs.
- The initial contract would be for one year with a possibility for renewal in the subsequent year dependent on demand for services and good performance.

Travel

- Some limited international travel may be required. Expected mission travel would be discussed upon commencement of assignment and updated quarterly;
- Any necessary mission travel must be approved in writing and advance by the Regional Technical Advisor;
- The Advanced and Basic Security in the Field II courses must be successfully completed prior to commencement of travel;
- Consultants are responsible for obtaining any visas needed in connection with travel with the necessary support from UNDP;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director;
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>;

- The consultant will be responsible for making his/her own mission travel arrangements in line with UNDP travel policies;
- All related travel expenses will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents. Costs for mission travel should not be included in financial proposal.

Competencies

Corporate:

- Demonstrates integrity by modelling the UN's values and ethical standards,
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability,
- Promotes the vision, mission, and strategic goals of UNDP, and
- Treats all people fairly without favouritism.

Technical/Professionalism

- Demonstrated organizational skills, attention to detail, ability to work quickly and accurately while under pressure and within short deadlines,
- Able to work independently and remotely with minimal supervision, and
- Strong analytical and writing skills.

Communications

- Demonstrated strong research and excellent writing skills in English,
- Strong oral communications skills in English,
- Ability to communicate effectively, including the ability to communicate complex, technical information to both technical and general audiences.
- Strong interpersonal skills, able to communicate and work with diverse people in a UN office environment and in the field,
- Client Orientation: maintains strong relationships with partners and clients, and
- Creating and promoting an enabling environment for open communication.

Required skills and experience

Education

- Diploma of higher education/Bachelor's degree, preferably in a field relevant to the assignment such as communications, international development, natural resources management, biodiversity conservation, knowledge management or a related discipline
- Higher academic education in the above-mentioned fields, and/or additional academic qualifications in those areas and/or international law, wildlife, communications and/or biodiversity conservation is considered an advantage.

Experience

- A minimum of five years' professional experience in fields relevant to the specific duties of the job such as monitoring, evaluation, communications, project design and implementation, preferably in an international organization is an eliminator requirement
- Familiarity with UNDP's and/or GEF's financial and administrative procedures and reporting requirements is an advantage.
- Demonstrated track record in successful communication.

- Knowledge and experience with initiatives regarding wildlife management and conservation, illegal wildlife trade, illegal goods trafficking, or law enforcement in the transport sector is desirable for this position, preferably with experience from Africa and Asia.

Languages

- Excellent mastery of oral and written English is an eliminary requirement.
- Working level of French or another UN language is an advantage.

Draft Terms of Reference for the Project Associate

A Project Associate is sought to support the project management requirements **as well as provide technical assistance to** of the Global Maritime Wildlife Trafficking Project.

[Insert the introduction to the project contained above]

Duties and Responsibilities

The Project Associate's (PA) role will be part-time with a requirement to able to spend the equivalent of 50% of a full-time position on this project. S/he will be based in the UNDP Istanbul Regional Hub. The PA will support the project's Technical Project Advisor through providing general financial and administrative support to the project. She/he will take own initiative and perform daily work in compliance with annual work schedules, and will report to the Technical Project Advisor.

Specific duties may include:

- 1) **Support management of project in ATLAS, including but not limited to:**
 - setting-up the project and the annual work plans (AWP) in ATLAS (ERP system);
 - enhanced project management and pipeline module;
 - track and monitor the use of allocations, track approval of budget revisions and their uploading;
 - create e-requisitions, check budget for accuracy, and do receipts for payments; generate financial reports and prepare monthly delivery monitoring tables for the assigned project, check for correctness, identify issues, contribute to development of solutions.
- 2) **Support in technical project implementation and financial management of the project, including:**
 - Provide technical inputs for monitoring and reporting on implementation progress according to UNDP and GEF reporting requirements, this includes inputs for quarterly and yearly technical and financial progress reports to UNDP-GEF and the World Bank as applicable. These reports shall describe how far implementation has reached, identify successes and challenges, analyze the contributing factors and suggest how to build on successes and address challenges. These reports should also contain information on any major risks, whether risks have materialized or not, propose remedies, and indicate if risk-levels change or new risks emerge
 - Collect lessons learned from project implementation which may be of interest to others and prepare user-friendly presentations of these lessons,
 - support project management in performing budget cycle: planning, preparation, revisions, and budget execution;
 - comply and verify budget and accounting data by researching files, calculating costs, and estimating anticipated expenditures;
 - process all types of payment requests for settlement purposes including quarterly advances to the partners upon joint review;
 - monitor budget expenditures, ensuring that no expenditure is incurred before it has been authorized and maintain a proper record of commitments and planned expenditures;
 - prepare and submit expenditure and project budget status reports;
 - prepare periodic accounting records by recording receipts, disbursements (ledgers, cashbooks, vouchers, etc.) and reconciling data for recurring or financial reports and assist in preparation of

annual procurement plans;

- support procurement and contracting processes (Individual Consultants, services and goods);
- support documentation for Contract Assets Procurement (CAP) meetings and Regional Asset Contract Procurement submission;
- undertake project financial closure formalities including submission of terminal reports, transfer and disposal of equipment, processing of semi-final revisions, and support professional staff in preparing the terminal assessment reports;
- ensure that contractual processes follow the stipulated UNDP and donor (i.e. GEF and Government of Slovakia) procedures;
- compile technical and financial reports as required; ensure proper filing of all project related documents.

3) Provide event and meeting organisation support for assigned events, including:

- support the organisation and preparation of key project meetings (e.g. project inception meeting), including necessary documentation, logistics, travel, administrative support and any follow up required (including producing meeting minutes and reports);
- support with organising tele-conferences and other means of engagement with stakeholders and partners;
- support the production of promotional materials;
- under the Maritime Trafficking Project Support the organisation of the possible maritime awards excellence scheme in Year 3 and any follow-up required.

4) Take care of internal communication and updates of project-related information on corporate platforms, including:

- communicate with IRH teams and Country Offices on financial and reporting matters;
- support annual targets setting and reporting;
- update events calendar and other platforms as requested.

Key performance indicators

- Timely and high-quality submission of all project reports (with support from the Technical Project Advisor)
- Timely and high-quality submission of all financial reports
- Cost-efficient and cost-effective coordination of the project (with support from the Technical Project Advisor)
- Efficient contracting and processing of consultant and contractual service invoices.

Information on working arrangements

- Estimated level of effort, including travel, is 18 months over 3 years;
- The PA will work from the Istanbul Regional Hub in Turkey, possibly with some limited travel, and will be given access to relevant information and working station (i.e. laptop, internet access, phone, scanner/printer, etc.) as necessary for execution of the tasks under this assignment;
- The initial contract would be for one year with a possibility for renewal in the subsequent year dependent on demand for services and good performance;
- The PA will engage regularly with the UNDP Regional Technical Advisor, based in Bangkok. In addition, the PA may also engage with other UNDP colleagues based in NY, relevant regional hubs, and country offices, particularly those in Tanzania, Kenya, Thailand and Indonesia.

Competencies

Corporate:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Promotes the vision, mission, and strategic goals of UNDP;
- Treats all people fairly without favouritism.

Technical/Professionalism

- Demonstrated organizational skills, attention to detail, ability to work quickly and accurately while under pressure and within short deadlines;
- Able to work independently and remotely with minimal supervision;
- Creating and promoting an enabling environment for open communication.
- Strong analytical and writing skills
- Ability to communicate effectively, including the ability to communicate complex, technical information to both technical and general audiences

Communications

- Demonstrated strong research and excellent writing skills in English;
- Strong interpersonal skills, able to communicate and work with diverse people in a UN office environment and in the field.

Required skills and experience

Education

- Secondary Education with preferably specialized certification in Administration and/or Accounting and Finance.
OR
- Bachelor's degree in business administration, financial management, public administration or related field
- Additional academic qualifications in business, economics, accountancy, international development, biodiversity conservation, international law, governance, peacebuilding, knowledge management, innovation, law enforcement, wildlife, and maritime transport is an asset

Experience

- 6 years of professional experience in fields relevant to the specific duties of the job such as in project administration and/or coordination is a requirement, preferably in an international organization (applicable for applicants having secondary education)
OR
- 3 years of professional experience in fields relevant to the specific duties of the job such as in project administration and/or coordination is a requirement, preferably in an international organization (applicable for applicants having bachelor's degree)
- Demonstrated track record in the preparation of technical and financial reports, and accounts management of international projects is an asset for this position;
- Experience organizing exchange workshops and/or training activities at the national or international level is required;
- Prior experience with UNDP and/or UNDP-GEF processes, project oversight or management would be an asset
- Prior experience with Governance and Peacebuilding, and/or Knowledge and Innovation will be considered an asset.

Languages

- Fluency in English is a requirement
- Knowledge of other UN languages or languages spoken in the region will be considered as an asset.

Other:

- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and experience in handling of web based management systems (i.e. ERP, Atlas)

Annex 4. Key Project Consultancies and Sub-contractors

Consultant/ Subcontractor	Time Input	Tasks, Inputs and Outputs
International consultants		
PMU		
Technical Project Advisor	36 months over 3 years	The Technical Project Advisor (TPA), will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. See the full ToR in Annex 3 for details.
Rate: USD 10 000/month		
KM & Project Officer	150 days/year in years 1-3	Under the overall supervision and guidance of the Project Manager, and the Regional Technical Advisor, the KM & Project Officer will have the responsibility for project monitoring and evaluation, communications and knowledge management. See full ToR in Annex 3 for details.
Rate: USD 3 400/month (part-time on basis of 150 days/year or 12.5 days/month)		
For Technical Assistance		
Port-based Gap Assessment/self-assessment Specialist	55 days in year 1	In close coordination with the Technical Project Advisor, this Maritime Port-based Gap Assessment Specialist will develop a best practice multi-sector methodology along with a self-assessment methodology
Rate: USD 650/day		<p>Main tasks include:</p> <ul style="list-style-type: none"> • Develop a comprehensive best practice multi-sector methodology • Develop a self-assessment methodology for use by Project port stakeholders, and for replication to further ports <p>Main qualifications required include:</p> <ul style="list-style-type: none"> • Master's degree in a relevant field such as economics, international development, biodiversity conservation, behavioural psychology, • At least 10 years of relevant professional experience, in at least one of the following areas: maritime transport, customs, implementation of certification schemes, law enforcement

Consultant/ Subcontractor	Time Input	Tasks, Inputs and Outputs
<p>Graphic Designer</p> <p>Rate: USD 400/day</p>	<p>41 days In year 1</p>	<ul style="list-style-type: none"> • At least 5 years of international experience in one or several of the following areas: ports certification schemes • Excellent mastery of spoken English is a requirement <p>In close coordination with the Technical Project Advisor, the Graphic Designer will develop the overall graphic concept for project publications</p> <p>Main tasks include:</p> <ul style="list-style-type: none"> • Developing the overall graphic concept for the project publications (primarily the guidelines and implementation road map for the maritime sector to combat illegal trade in wildlife as well as port gap analysis and self-assessment methodologies), but possibly also other materials etc. and including creative, visual themes to present the proposed content. • Creating/enhancing appropriate graphics, e.g. graphs etc. • Editing photos and artwork provided by UNDP to prepare them for inclusion in publications/training materials • Reproducing any graphics needed for the publication in a professional format • Completing full layouts of publication pieces using content provided by UNDP • Revising draft layouts and content (proofreading errors) according to UNDP feedback, ensuring all corrections have been made • Producing final, electronic files of UNDP-approved layout and content for posting online and email use. <p>Main qualifications required include:</p> <ul style="list-style-type: none"> • Extensive professional work experience in graphic design, including graphic design/layout/production of similar publications (as demonstrated through portfolio of work). • Demonstrated ability to present complex information in appealing, easy to understand formats is a plus. • Advanced knowledge and skills using Adobe Photoshop, InDesign, Illustrator or other equivalent design software necessary to produce press-ready publication files. • Strong communication skills and client-orientated approach. • Professional-level proficiency in written and spoken English. • Ability to guarantee timely delivery of press-ready publications.
<p>PortMate training consultant</p>	<p>35 days / over 1 year</p>	<p>In close coordination with the Technical Project Advisor, the PortMate training consultant will provide training to each of the four ports on how to use the PortMate tool under Component 1.</p>

Tasks, Inputs and Outputs		
Consultant/ Subcontractor	Time Input	
Rate: USD 650/day		<p>Main tasks include:</p> <ul style="list-style-type: none"> • Development of a training package on PortMate • Delivery of the training on PortMate to the four selected ports and assist the implementation of the PortMate methodology at the selected ports <p>Main qualifications required include:</p> <ul style="list-style-type: none"> • Master's degree in a relevant field such as economics, international development, biodiversity conservation, behavioural psychology, • At least 10 years of relevant professional experience, in at least one of the following areas: law enforcement, maritime transport or related area • Excellent mastery of spoken English is a requirement
Gap-analysis Law Enforcement Rate: USD 500/day	Year 1-3: 60 days in total	<p>In close coordination with the Technical Project Advisor, the Gap Analysis/Law Enforcement consultant shall be responsible for coordinating multi-stakeholder gap analyses at up to four selected ports.</p> <p>Main tasks include:</p> <ul style="list-style-type: none"> • Conduct comprehensive law enforcement capacity assessments at the four selected ports • Coordinate multi-stakeholder gap analysis teams and their specific roles • Collate inputs and prepare an assessment report for each port. <p>Main qualifications required include:</p> <ul style="list-style-type: none"> • Master's degree in a relevant field such as economics, international development, biodiversity conservation, • At least 10 years of relevant professional experience, in either law enforcement, ports, maritime transport, or customs • International professional experience from ports, law enforcement and/or illegal trade in wildlife is a clear advantage, • Excellent mastery of spoken English is a requirement
Wildlife Law Specialist Rate: USD 650/day	Year 1: 30 days including 1 mission	<p>In close coordination with the Technical Project Advisor, the Wildlife Law Specialist will be responsible for the planning and implementation of a wildlife law symposium for francophone Africa.</p> <p>Main tasks include:</p> <ul style="list-style-type: none"> • Finalize a draft concept note for the Symposium. • Draft and finalize an agenda, background note, and other meeting documentation for the Symposium.

Consultant/ Subcontractor	Time Input	Tasks, Inputs and Outputs
		<ul style="list-style-type: none"> • Assist in identifying and inviting key participants and resource persons to the Symposium; • Coordinate communication with participants, resource persons and partner organizations as required to ensure the smooth functioning of the Symposium; • Participate in the delivery of the Symposium and draft a communication piece/press release highlighting the findings and outcomes of the Symposium; • Prepare a meeting report including synthesis of the findings of the Symposium, outcomes and agreed next steps. <p>Main qualifications required include:</p> <ul style="list-style-type: none"> • Bachelor degree in Law, Natural Sciences, Environmental Studies, or other related fields • Minimum 7 years of demonstrable experience in the field of environmental or wildlife law, including experience in wildlife trade (in particular actions to combat illegal wildlife trade), • Working experience in francophone Africa; • Working experience with UNDP, UN Environment or other international organizations on wildlife law projects is an advantage; • Experience organizing international conferences and/or meetings is an advantage; • Computer proficiency, especially related to professional office software packages (Microsoft Office); • Fluency in written and spoken French and English.
Sub-contractors		
Subcontractor for Ports of Excellence Scheme Feasibility Study and Design USD 39 000 in total	65 days over 3 years	<p>In close coordination with the Technical Project Advisor, the sub-contractor for the Ports of Excellence Scheme Feasibility Study and Design will analyze the feasibility for, and if found feasible, inform the design of a Best Practice Incentive Scheme for maritime ports to combat illegal trade in wildlife.</p> <p>Main tasks include:</p> <ul style="list-style-type: none"> • The identification of already existing excellence and environmental standards for ports and their relevance for the Project • Consultations with stakeholders to understand their needs and motivations • If judged feasible, the design of a Ports of Excellence Scheme <p>Main qualifications required include:</p> <ul style="list-style-type: none"> • Master's degree in a relevant field • At least 10 years of relevant professional experience

Consultant/ Subcontractor	Time Input	Tasks, Inputs and Outputs
		<ul style="list-style-type: none"> At least 5 years of international experience in one or several of the following areas: design of incentives-based programs and/or certification schemes, behavioural change campaigns, consumer behaviour Excellent mastery of written English
<p>Awareness-raising company</p> <p>USD: 80 000 in total</p>	<p>Year 1</p>	<p>In close coordination with the Technical Project Advisor, the contracted advertising/communications company shall be responsible for the design and delivery of an awareness raising campaign.</p> <p>Main tasks include:</p> <ul style="list-style-type: none"> Design of a two-part awareness campaign for targeted ports. The first part with the objective of raising awareness of the illegal wildlife trade, its impacts and penalties for involvement, in order to disincentivise any collusion of industry stakeholders with wildlife traffickers. The second part with the objective to promote the best practice approaches and actions that can be taken to combat wildlife trafficking at ports and its potential benefits to ports and businesses with regards to reputation and revenue, in order to incentivise greater diligence and participation in the scheme. In the design, explore opportunities to adapt to, and build on, earlier successful awareness-raising material such as the joint UN Wild for Life campaign and ROUTES partnership materials developed for airports; will be explored. port-based stakeholders and staff Adaptation of the PortMate tool to a relevant Excellence Scheme or standard, if necessary Delivery of the awareness-raising campaign through relevant media which may include radio, posters, TV, and leaflets etc. <p>Main qualifications required include:</p> <ul style="list-style-type: none"> Demonstrated ability (from previous experience) in the conduct of similar awareness-raising campaigns Competence on the team of both illegal trade in wildlife is an advantage Excellent mastery of written English is a requirement
<p>Law Enforcement Mentor</p> <p>USD: 48,750 in total</p>	<p>25 days/year during each of the three years Estimated at rate: USD 650/day</p>	<p>In close coordination with the Technical Project Advisor, the Law Enforcement Mentor Sub-Contractor shall be responsible for enhancing the law enforcement capacity of the countries under the Global Wildlife Program by providing expert advice/mentoring time upon the request of the relevant authorities.</p> <p>Main tasks include:</p> <ul style="list-style-type: none"> Provide expert advice and guidance on specific law enforcement issues. Develop individualized learning materials and mentoring approaches to suit particular contexts and needs.

Consultant/ Subcontractor	Time Input	Tasks, Inputs and Outputs
<p>e-learning Specialist</p> <p>Total Budget: USD 50 000</p>	<p>Year 2-3: e-learning consultant</p>	<p>Main qualifications required include:</p> <ul style="list-style-type: none"> • At least 10 years of relevant professional experience in law enforcement, with specific experience in illegal wildlife trafficking a clear advantage • Experience in training and mentoring law enforcement officers, • Excellent mastery of spoken English is a requirement <p>In close coordination with the Technical Project Advisor, and possibly the awareness-raising company, and the PortMate training consultant, and building on their work, the E-learning consultancy firm will be responsible for the production of specific learning and awareness-raising materials for good practice in combating wildlife trafficking at ports.</p> <p>Main tasks include:</p> <ul style="list-style-type: none"> • Development of specific learning and awareness-raising materials for best practice in combating wildlife trafficking. These will be built using documentation of all project activities, best practices, results and lessons learned throughout the project, based on the e-learning format deemed most appropriate. This may include filming of 'before and after' case studies at ports. Learning materials will be developed to build on the materials and e-learning platforms of other partners, rather than develop a new stand-alone platform to house these materials. <p>Main qualifications required include:</p> <ul style="list-style-type: none"> • Demonstrated ability (from previous experience) in the development of similar materials • Competence on the team of both illegal trade in wildlife and maritime transport sectors is a clear advantage • Excellent mastery of written English is a requirement

Annex 5. GWP Tracking Tool

<<Annexed in separate file>>

Annex 6. UNDP Social and Environmental Screening Template

<<Annexed in separate file >>

Annex 7. Letters of Co-Financing Commitments

<< Annexed in separate file >>

Annex 8. Stakeholder Involvement Plan

Summary of stakeholder engagement during the PPG phase

ICCWC partners: WB, WCO, UNODC, CITES, INTERPOL: ICCWC partners have been engaged from the early stages of the PPG phase. The CITES conference in Geneva, alongside the GEF Global Wildlife Program coordination meeting, hosted by the World Bank, provided a key opportunity for further engagement and provision of updates on the project strategy:

An individual meeting was held with UNODC to discuss in finer detail the approach to country governments and the work already conducted by UNODC and WCO in each country as part of their Container Control Programme.

The World Bank was also engaged (together with the Global Environment Facility) to ensure coordination of the development of the UNDP project with the World Bank's broader global coordination project, of which the UNDP project constitutes Component 4.

A formal tele-conference was then held later in the PPG phase to introduce the latest project strategy to all ICCWC partners and invite feedback. All partners were represented except for INTERPOL.

Following the call a meeting was organized with UNODC to thoroughly review the strategy, identify alignments with the UNODC/WCO Container Control Programme and determine specific outputs which could be supported by UNODC/WCO in alignment with the Container Control Programme. The strategy was then revised accordingly.

The United for Wildlife Transport Task Force: The UfW Task Force has been engaged throughout the process in order to provide opportunities for input from relevant Task Force members and to scope out opportunities for collaboration.

Dubai Customs World: Engagement included visits to Dubai Port and tele-conferences to discuss port ranging schemes and potential to coordinate with DCW activities in countries they are working in.

USAID: USAID was engaged in order to learn more about the ROUTES Partnership and to initiate ongoing collaboration between the two initiatives; the ROUTES partnership focuses on wildlife trafficking in aviation, with very similar activities planned as for this project, giving great potential for collaboration and alignment of activities.

TRAFFIC: Initial engagement has been had with TRAFFIC to discuss both the Wildlife-TRAPS project and the ROUTES partnership, and potential collaboration in the holding of a workshop to raise awareness among the shipping industry of wildlife trafficking and generate potential solutions and specific means of reducing opportunities for wildlife traffickers.

International Air Transport Association: IATA was engaged in order to learn more about security standards and assessments within the aviation industry and current efforts to prevent wildlife trafficking. Discussions were had regarding the USAID-funded ROUTES Partnership and IATA's involvement in designing and conducting a pilot gap analysis of anti-wildlife trafficking capacity at selected airports in Africa and Asia, and the potential for lessons to be shared and following refinement to be carried out in coordination with the development of the sea port monitoring tool during this project.

UK Border Force (Heathrow): A conversation was had with the UK Border Force to introduce the project and request support for conducting an audit at the Tier 1 ports of the project, to ensure a transparent, holistic approach to assessing baseline capacity.

International Maritime Organization: IMO was engaged to discuss opportunities for partnership within the project. Collaboration is expected to focus on the sharing of communications platforms for illegal wildlife trafficking and wider security issues in shipping, such as through IMO's attendance to the global workshop.

Focal port countries

Tanzania: Since January 2016, several steps of engagement have been had with the Tanzanian government. Informal meetings, followed by formal communication with the Ministry of Home Affairs and Ministry of Foreign Affairs. An MoU was expected to be signed between the government and Dubai Customs World in February 2017 however this did not materialize.

Kenya: Engagement with the UNDP CO and project PPG team for the GWP Kenya national project. The UNODC-WCO Container Control Programme has just been launched in Kenya.

Indonesia: Significant engagement with PPG team of the GWP Indonesia national project, which also contains some focus on strengthening capacity at ports, throughout the PPG phase. Initial meeting with Customs department of Indonesia to discuss potential coordination.

Thailand: Engagement with the UNDP CO and project PPG team for the GWP Thailand national project. Initial discussions with Thai Customs Bureau at Laem Chabang port to discuss potential coordination.

Plan for stakeholder involvement during the project:

Component	Outputs	Stakeholder involvement
<p>Component 1: Best practice in combating maritime wildlife trafficking</p> <p>Outcome 1: Stakeholders at ports and across the shipping sector work towards, and maintain, best practice in combating wildlife trafficking</p>	<p>1.1: Awareness of maritime transport stakeholders strengthened through port-based awareness-raising campaigns and a global shipping industry workshop</p> <p>1.2: Comprehensive multi-stakeholder gap analysis conducted at key ports and capacity building implemented to strengthen wildlife law enforcement</p> <p>1.3: Best practice in combating wildlife trafficking incentivized through an excellence scheme and/or excellence awards.</p>	<p>The awareness-raising work, gap analysis and best practice ports scheme will closely engage a range of stakeholders and aims to raise awareness of port-based trafficking activities, impacts and penalties, as well as to encourage good practice among stakeholders to prevent wildlife trafficking, and to promote involvement in the best-practice scheme, as a means of building good reputations among clients. The United for Wildlife Transport Task Force will be engaged in all activities including to identify how project activities can build on Task Force efforts and fill identified needs of signatories.</p> <p>The awareness campaign will be designed by a specialist campaigns company according to the baseline surveys. Stakeholders will include Customs, Prosecutors, Police, Port Authorities and the Terminal Operator, as well as all port clients (including container operators, shipping lines, agents, freight forwarders, importers, exporters, relevant Ministries e.g. Finance, Commerce, Transport, as well as CITES Management Authority and Wildlife Authority.</p> <p>The global workshop, may be held in collaboration with, or draw on experience from TRAFFIC, Wildlife-TRAPS, and ROUTES, and will engage many players in the shipping industry, globally, and will be a key opportunity both raise awareness of the issue and to collaborate on ideas to combat it within the maritime transport industry, potentially including through financial support and public-private partnerships. This initial engagement will be followed up with the production and dissemination of relevant guidance documents identified as required during the workshops, designed specifically for these stakeholders. The IMO may also be involved in this workshop.</p> <p>Extensive stakeholder engagement will be sought in the refinement and finalisation of the self-assessment tool PortMATE, including with port authorities and customs officials, as well as with relevant experts (such as the ICCWC partners) and those in the transport sector.</p>

		The structure of the Ports excellence scheme may draw on technical guidance from other operators of certification schemes and other best practice schemes, such as TRACE International (anti-bribery) and the European SeaPorts Organisation (Eco-ports).
<p>Component 2: Cooperation in combating maritime wildlife trafficking</p> <p>Outcome 2: Strengthened coordination and enhanced South-South cooperation on combating wildlife trafficking</p>	<p>2.1: South-south communication systems, networks and capacity for international cooperation strengthened</p> <p>2.2: Collaborative UN initiatives delivered in support of national efforts to combat illicit trade in wildlife</p>	<p>Strengthening South-South cooperation between ports and relevant agencies and building South-South communication systems, networks and capacity for international cooperation will include the involvement of each port's customs, police and wildlife authority, environmental police, and the INTERPOL National Central Bureau, whether within PCUs or as individual staff (in the case of Surabaya port), as well as ICCWC partners such as the UNODC and WCO through ContainerComm. The aim of this output is to encourage and enable these stakeholders (ie port staff and agencies) to engage with each other in wildlife trafficking law enforcement responses, by holding joint training workshops for the four selected ports.</p> <p>Collaborative efforts within the UN would primarily concern the Members of the UN Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products (i.e. the CITES Secretariat, UNDP, UNDP, UNDESA, UNDP, UNDPKO, UN Environment, and UNODC), but could also involve FAO and IMO and other UN bodies with relevant mandate and interests.</p>
<p>Component 3: Knowledge management and monitoring and evaluation</p> <p>Outcome 3: Continuous learning and sharing of lessons and results ensures maximum success of the GWP and its wider longer-term impact</p>	<p>3.1 Documentation of best practices and lessons shared across the GWP and with other initiatives</p> <p>3.2: Project activities and results regularly monitored and evaluated</p>	<p>Monitoring and evaluation will be conducted through engaging with key port staff and agencies, particularly those who will be carrying out port capacity assessments and those who compile and/or manage data on seizures, arrests and prosecutions.</p> <p>The development of all learning material will require significant involvement of port staff, United for Wildlife Transport Task Force partners and relevant agencies as progress is monitored and reported, case studies of each focal port are recorded and filming is carried out as required. Their feedback as to whether the learning materials cover all aspects of their capacity building needs will be crucial in the development of comprehensive, intuitive materials.</p> <p>The project will also engage regularly with the project leaders of the national GWP projects in the countries of the four selected ports, since the stakeholders of those projects will be affected by the work of this project. Information will be shared, and support given and resources shared (potentially through sharing training workshops) where possible.</p>

Ongoing stakeholder participation

The project will provide the following opportunities for long-term participation of all stakeholders, with emphasis on the active participation of women, where appropriate.

Decision-making: through the establishment of the Project Board. The establishment of the structure will follow a participatory and transparent process and will ensure that throughout the project all key stakeholders are able to input into project discussions to enable well-informed decision making.

Constitution of the Project Management structure: the Project Management structure and processes have been designed to promote maximum stakeholder involvement and to ensure that all stakeholders have clear points of engagement.

Establishment of the Project Management Unit: the Project Management Unit will take direct operational responsibility for facilitating stakeholder involvement and ensuring local ownership of the project and its results.

Project inception workshop: the project will be launched by a multi-stakeholder workshop. This workshop will provide an opportunity to provide all key stakeholders with the most updated information on the project, refine

and confirm the work plan, and will establish a basis for further consultation as the project's implementation commences.

Communication: will include the participatory development of an integrated communication plan that cuts across all components of the project, to be designed and agreed on during the project inception workshop, to ensure that all stakeholders are informed on an ongoing basis about the project's objectives, activities, overall project progress, and the opportunities for stakeholders' involvement in various aspects of the project's implementation. The communication plan will be based on the following key principles:

- Providing information to all stakeholders;
- Promoting dialogue between stakeholders;
- Promoting access to information.

Capacity building: at systemic, institutional and individual levels – is one of the key strategic interventions of the project and will target all stakeholders involved in wildlife law enforcement and general transport operations and law enforcement as relevant. This capacity building will be institutionalised through follow up training (including of 'training the trainer'). The fair participation of women in law enforcement activities (primarily training) will be encouraged and monitored as part of the project's monitoring and evaluation plan.

Annex 9. Project Gender Analysis and Mainstreaming Strategy

Introduction

In order to promote inclusive and sustainable development, women and men must both act as catalytic agents of change and as equal partners.

UNDP prioritizes gender mainstreaming as its main strategy to achieve gender equality and women's empowerment. Gender mainstreaming is the process of assessing any planned action in all areas and levels to determine the implication for women and men. It is a strategy for making women's, as well as men's, concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of projects so that women benefit equally. Gender mainstreaming aims to transform unequal social and institutional structures in order to make them profoundly responsive to gender, and, when realized, it ensures that both women and men benefit equally from the development process. It involves much more than simply adding women's participation to existing strategies and programmes. Special attention and action is often required to compensate for the existing gaps and inequalities that women currently face.

The GEF Council approved a new GEF Policy on Gender Equality³⁷, in November 2017. The policy outlines the need to address gender equality and promote women's empowerment across GEF operations, and, in particular, in its projects and programs. It underscores the importance of gender equality and women's empowerment for the GEF's work and outlines GEF's ambition to better seize the strategic opportunities to address gender inequality and support women's empowerment where these can help achieve global environmental benefits.

The policy requires gender-responsive actions, from design to implementation, monitoring and evaluation to ensure that GEF programs and projects are not only designed with a good understanding of relevant gender differences, roles and needs, but also actively pursue activities that contribute to equal access to and control over resources, decision-making, and empowers women and girls.

Both UNDP and the GEF require a gender responsive approach, that is an approach in which the particular needs, priorities, power structures, status and relationships between men and women are recognized and adequately addressed in the design, implementation and evaluation of activities. The approach seeks to ensure that women and men are given equal opportunities to participate in and benefit from an intervention, and promotes targeted measures to address inequalities and promote the empowerment of women.

³⁷ GEF/C.53/04 (http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.04_Gender_Policy.pdf)

Gender issues relevant to the project

Below is the Gender Inequality Index for 2015³⁸, focusing on the four focal countries.

Table 1. Gender Inequality Index for 2015 for focal countries

	Rank 2015 (out of 188 countries)	Gender inequality index 2014		Maternal mortality ratio (deaths per 100,000 live births)	Adolescent birth rate (births per 1,000 women ages 15-19)	Share of seats in parliament (% held by women)	Population with at least some secondary education *% ages 25 and older)		Labour force participation rate (% ages 15 and older)	
		Value	Rank				F	M	F	M
		2014	2014				2013	2010/ 2015	2014	2005-2014
For comparison: Norway	1	0.067	9	4	7.8	39.6	97.4	96.7	61.2	68.7
Thailand	93	0.380	76	26	41.0	6.1	35.7	40.8	64.3	80.7
Indonesia	110	0.494	110	190	48.3	17.1	39.9	49.2	51.4	84.2
Kenya	145	0.552	126	400	93.6	20.8	25.3	31.4	62.2	72.4
Tanzania	151	0.547	125	410	122.7	36.0	5.6	9.5	88.1	90.2

The table shows that gender inequality remains a significant issue for all four focal countries and is likely to be evident in the labour structure within each port.

There have been some studies on gender differences in wildlife engagement and wildlife conservation, though most of these focus on downstream, local-level conservation issues and community engagement. Research indicates that women and men have different roles, concerns and motivations related to wildlife conservation and its impact on local communities. More broadly, it is acknowledged that engaging women in decision making over the use and management of environmental resources is an important not only for advancing women's empowerment but also for promoting sustainable development and environmental conservation. More work needs to be done to understand the gender dimensions of wildlife trafficking and how a gender responsive approach can enhance wildlife law enforcement capacity and cooperation.

The entry points for advancing gender parity and women's empowerment are detailed below. Efforts will be made to ensure a gender responsive approach in all aspects of the project including through the following:

- Ensuring women are targeted as direct project beneficiaries;
- Ensuring women are targeted in efforts to improve knowledge and attitudes of Tier 1 port stakeholders regarding illegal wildlife trade;
- Ensuring women are targeted in efforts to ensure that customs, police, wildlife agency and prosecution officers within each Tier 1 port/country* fulfil minimum competency requirements to intercept and arrest wildlife trafficking criminals.

³⁸ Found at <http://hdr.undp.org/en/composite/GII/20/07/2016>

- Promoting gender mainstreaming in the long term as part of the Ports of Excellence scheme, potentially by including gender parity in employment as a criterion for a port to achieve Ports of Excellence status.
- Documenting lessons learned and best practices for ensuring long term success including at least one document on the relevant gender dimensions of global wildlife trafficking and how attention to gender equality can advance/improve efforts to combat wildlife trafficking.

All sex disaggregated and gender responsive indicators will be defined further during baseline assessments at each port, to determine current numbers of relevant male and female staff and to ascertain a feasible target for increasing gender equality and ensuring women's empowerment.

Incorporating gender mainstreaming principles into the project

As per UNDP requirements, a gender marker has been assigned to the project. The project has been assigned a GEN1 rating, meaning that the project contributes to gender equality in a limited way but not significantly. Sex-disaggregated targets have been included in the results framework and the project will target equal participation of men and women but there is not a strong emphasis on gender mainstreaming.

This project will ensure that the necessary human and financial resources are allocated to ensure gender mainstreaming throughout project implementation. Annual workplans will include specific actions related to gender mainstreaming, primarily in the planning of training workshops, including ensuring that any gender-related aspects are treated in the curriculum, as appropriate, and including both the fair selection of staff for training and the different needs of men and women in their respective professional roles³⁹. Instructional design and use of language will also take gender considerations into account. The project will ensure that the Terms of Reference of project staff include consideration for gender mainstreaming. Plans for specific gender mainstreaming actions will be reviewed and adjusted during project implementation as necessary. Knowledge management will also promote learning on gender mainstreaming.

³⁹ Potentially including aspects such as the timing, duration and location of any training provided.

Annex 10. Procurement Plan

<< Annexed in separate file >>

Annex 11. Quality Assurance Assessment

<< Annexed in separate file >>

XII. ADDITIONAL ANNEXES

Annex 12. GWP Global Coordination Grant CEO Endorsement Document

<< Annexed in separate file >>

Annex 13. Port Selection Process

Port selection was based on a combination of two sets of criteria: i) technical criteria developed by Dubai Customs World; and ii) feasibility criteria which would affect UNDP's likelihood of implementing a successful project.

For analysis of the technical criteria, Dubai Customs World undertook a complex ranking process. Criteria for prioritising African countries for the project were slightly different to those to prioritise Asian countries. With regards to African countries, the following criteria were considered, with different weightings depending on their potential influence on the degree of impact:

Field Data	Order of Importance	Score/Weighting
Number of elephants in country	1	13.29
Number of seizures	2	12.34
Number of poaching incidents	3	11.40
Burden of Customs 2014	4	10.45
Ethics and Corruption ranking 2014	5	9.51
Irregular payments and bribes	6	8.56
Technology adoption	7	7.62
Political stability	8	6.67
Burden of Government	9	5.73
Organised crime	10	4.78
Efficiency of police	11	3.84
Government efficiency	12	2.89
Quality of port infrastructure	13	1.95
Ministry	14	1.00
Total		100.00

The table below shows the criteria considered for Asian countries:

Field Data	Order of Importance	Score/Weighting
Number of seizures	1	13.29
Burden of Customs 2014	2	12.34
Ethics and Corruption ranking 2014	3	11.40
Irregular payments and bribes	4	10.45
Political stability	5	9.51
Technology adoption	6	8.56
Burden of Government	7	7.62
Organised crime	8	6.67
Efficiency of police	9	5.73
Government efficiency	10	4.78
Quality of port infrastructure	11	3.84
Population of elephants	12	2.89
Number of poaching incidents	13	1.95
Ministry	14	1.00
Total		100.00

A long list of eight countries from each continent was applied for analysis under the above criteria. This led to the following results and ranking scores for each country:

Country	Total score	Overall ranking	Africa ranking	Asia ranking
Tanzania	80.23	1	1	
Vietnam	78.50	2		1
Mozambique	75.98	3	2	
Lao PDR	72.92	4		2
Thailand	69.85	5		3
Indonesia	68.44	6		4
Philippines	66.18	7		5
Kenya	65.64	8	3	
Uganda	65.11	9	4	
Malawi	56.05	10	5	
Zambia	53.61	11	6	
Namibia	50.03	12	7	
China	41.95	13		6
South Africa	40.33	14	8	
Malaysia	32.15	15		7
Hong Kong	28.48	16		8

Following this initial technical analysis, consideration was given to several more political/feasibility-related criteria, including: strength of UNDP Country Office; current momentum within each country for tackling wildlife crime; previous engagement with that country; if a GWP national project was being implemented in that country and if it was being led by UNDP.

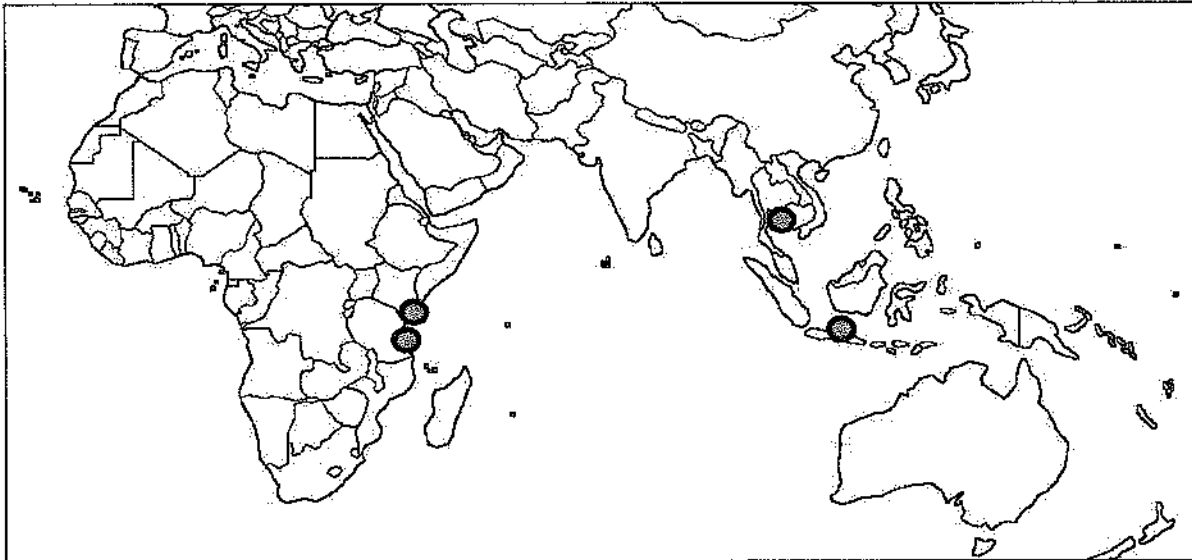
This led to the following final ranking:

Country / port	Priority	Africa ranking	Asia ranking
Tanzania / Dar es Salaam	1	1	
Kenya / Mombasa	2	2	
Indonesia / Surabaya	3		1
Uganda / Kampala	4	3	
Thailand / Laem Chabang	5		2
Mozambique / Maputo/Beira	6	4	
Vietnam / SPCT/Cat Lai	7		3
Philippines / Manila	8		4

In order to ensure a divide in investment between Africa and Asia, the following ports were selected: Dar es Salaam and Mombasa in East Africa, and Surabaya and Laem Chabang in Asia.

Annex 14. Priority Port Profiles

Based on analysis of several selection criteria (see Annex 13), four ports have been selected as priorities for strengthening wildlife law enforcement capacity within this project. These are: the Port of Dar es Salaam, Tanzania; Port of Mombasa, Kenya; Port of Laem Chabang, Thailand; and Port of Surabaya, Indonesia.



The four priority ports

Port of Dar es Salaam

Dar es Salaam port is a large port and is Tanzania's principal port, processing roughly 95% of Tanzania's international trade, with a designated container terminal. Connected by two railway lines, Tanzania Railways and Tanzania Zambia Railways, the port serves several landlocked countries of Africa, including Malawi, Zambia, Democratic Republic of Congo, Burundi, Rwanda and Uganda. It enables trade between these countries and the Middle and the Far East, Europe, Australia and America.

The port is managed by the Tanzania Ports Authority. The Customs Department of the Tanzania Revenue Authority has the responsibility to collect duties and taxes on imports and exports. Roughly 400 clearing agents support the port's operations, supported by Tanzania Freight Forwarders Association.

It has an inland container depot 2km outside the port.



Location and map of Dar es Salaam port

Port of Mombasa

Mombasa port is Kenya’s principal port and one of the largest in Africa. It is managed and operated by the Kenya Ports Authority. It is made up of Kilindini Harbour and Port Reitz on the southern side of Mombasa Island, and the Old Port and Port Tudor on the north side of the island. It has a designated container terminal and new container berths and a second container terminal are now being built. Containerised cargo makes up 70% of the port’s total cargo volume, and is growing at roughly 12% per year.

It is connected to inland Africa by a railway. KPA also owns and operates three Inland Container Depots to help spread the load, reducing dwell time and increasing container turnaround time.



Location and map of Mombasa port

Laem Chabang

The Port of Laem Chabang is a large port and the largest in Thailand. It is located 100km southeast of Bangkok and serves as a gateway for containerised goods between key Asian markets. It is administered by the Port Authority of Thailand, which leases out the operation of its container and bulk terminals to private operators, such as Hutchison Robert Mercer Ltd. DP World own roughly 35% of the port. The port is certified with ISO 28000:2007 Security Management System for the Supply Chain.



Location and map of Laem Chabang port

Surabaya

Surabaya port is located on the northern shore of eastern Java. It is a medium-sized port. The terminal is owned 49% by DP World and 51% by the Port Authority, Pelabuhan Indonesia III / PT Terminal Petikemas Surabaya. It is ISPS-compliant and ISO 9001, ISO 14001 and OHSAS 18001 certified, as well as ISO 28001 certified for supply chain security management.



Location and map of Surabaya port

The table below gives more detail on each port.^{40,41,42,43,44,45,46,47}

	Dar es Salaam	Mombasa	Laem Chabang	Surabaya
Port authority	Tanzania Ports Authority	Kenya Ports Authority	Port Authority of Thailand. 35% owned by DP World	PT Pelabuhan Indonesia III; PT Terminal Petikemas Surabaya. 49% owned by DP World
Size	large	large	large	medium
Maximum draft	10m	13.5m	13m	9.5m
Total quay length	2,000m	3,044m	<3,250m	1,450m
Container terminal berths	3	5	4	
Annual cargo tonnage	15million tons (2015)	27million tons (2015)	47million tons (2009)	
Shipping stakeholders	Global Container Line, Gold Star Line, Ignazio Messina & Co., Maersk Line – Area – World Wide, Mediterranean Shipping Co., Mutsui O.S.K. Lines, N.Y.K., Nedlloyd Line B.V., P&O Containers Ltd.	Maersk Line, Global Container Lines (MSC), Ignazio Messina & Co., African Shipping Line, Mediterranean Shipping Co., P&O Nedlloyd East Africa Ltd., Wec Lines Kenya Ltd. MSC	AAL Shipping Agencies, Alianca, APL, Evergreen Marine Corp., Hanjin, Hapag-Lloyd, K Line, Libra, Maersk Line, Mediterranean Shipping Company, MOL, Norasia, OOCL, PIL, Regional Container Lines, Yang Ming	AAL Shipping Agencies, Evergreen Marine Corps., Hamburg Sud, K Line, Libra, Mediterranean Shipping Company, MOL, Norasia, PIL, Regional Container Lines, Yang Ming
UNODC-WCO Container Control Programme	Launched in Tanzania early 2016 for implementation in Dar es Salaam port	Launched in Kenya early 2016 for implementation in Mombasa port	Launched in Thailand early 2015, currently active in Laem Chabang port	Launched in Indonesia in April 2015, but not active in Surabaya port

⁴⁰ Dennis, S. 2016. Shipping companies in the African trade: potential partners for fighting wildlife crime

⁴¹ http://www.tanzaniaports.com/index.php?option=com_content&view=article&id=100&Itemid=270

⁴² <http://www.kpa.co.ke/security/Pages/default.aspx>

⁴³ <http://www.lcit.com/facility.asp>

⁴⁴ <http://web.dpworld.com/our-business/marine-terminals/asia-pacific-indian-subcontinent/thailand-laem-chabang/>

⁴⁵ <http://web.dpworld.com/our-business/marine-terminals/asia-pacific-indian-subcontinent/indonesia-surabaya/>

⁴⁶ <http://www.worldportsource.com/>

⁴⁷ <https://www.searates.com/>

Annex 15. Initial scoping for establishment of a Ports of Excellence scheme

This concept note represents an initial scoping of the possible structure of a Ports of Excellence scheme. It provides a starting point for further exploration only and will be enhanced and further refined by more detailed assessments during the project implementation period.

Context

The vast majority (in volume) of ivory (as well as other wildlife products and illegal goods) is trafficked by ships, due to the large size of shipping containers and minimal risk of interception. Urgent measures are needed to strengthen capacity to intercept such consignments as well as to facilitate prosecution of those involved. This programme will provide both the support and the incentive for ports to increase their performance, and strengthen communication with other ports, in order to increase the rate of interception, arrest and prosecution of wildlife traffickers.

What is the Ports of Excellence scheme?

A network of ports which are all working to improve their performance in preventing the maritime trafficking of wildlife through various capacity building investments, and the establishment of a best practice/certification scheme to build incentive and recognition for exemplary performance in combating IWT. Upon introduction to the scheme each port will be provided with a 'welcome package' outlining initial minimum expected requirements to show a commitment to combating IWT. This will include regular implementation of the PortMATE self-assessment tool to show a personal commitment of the port to self-improvement and awareness of performance.

In joining the Ports of Excellence scheme, ports become part of a network of priority ports who have made a commitment to seek to improve their capacity to combat wildlife trafficking, through, for example, improving customs clearance processes and risk management, preventing corruption, and strengthening inter-agency and inter-port cooperation in wildlife law enforcement.

The PortMATE tool is made available to committed ports to support baseline assessments of capacity, as well as to provide a standardised and simple means to measure consequent improvements in performance. To qualify for participation in the programme, ports implement PortMATE as an initial assessment of current capacity to tackle wildlife trafficking, and port authorities and customs commit to working together to improve performance. As they join, they receive support to develop a strategy (including a funding strategy) to build capacity according to the results of the PortMATE gap assessment. Support is then also provided for implementing the strategy (more details below). As they improve their capacity, as measured annually by PortMATE scores (self-assessed with external verification), they gain various levels of recognition.

During the project the feasibility of establishing certification-based recognition will be explored.

Target stakeholders

For port management authorities (eg the Kenya Port Authority), to work in partnership with customs and other relevant stakeholders such as the CITES Management Authority. To reach a higher level of recognition (independently verified), these authorities should bring in other stakeholders in and around the port, to promote collaborative action against wildlife trafficking. Improving inter-agency and international collaboration between ports is also a key component of this project as a whole, as part of a comprehensive means of combating the illegal wildlife trade, and should therefore be included as part of this incentive-based programme.

Best practice is...

Achieving a particular score (*to be determined*), independently verified, likely to be in the following categories:

- Risk management and prevention (eg customs clearance, risk profiling, professional standards)
- Information and intelligence (eg crime analysis, efficiency of intelligence dissemination)
- Detection (eg inspection capacity – screening facilities and inspection skills)
- National investigations (eg crime scene management, inter-agency cooperation)
- International cooperation (eg engagement of relevant ports, or the INTERPOL NCB)
- Criminal justice (eg prosecution knowledge, evidence security, process for prosecution response)

Port qualification and improvement process

To qualify as a **Port of Excellence participating port**, a port must conduct a baseline PortMATE assessment (self-assessed with an external audit, arranged by the scheme but not funded) and commit to improving port practices so that PortMATE scores continually increase, as must be measured each year. The port is then given technical assistance to develop its capacity building strategy, based on the baseline PortMATE results. Upon the completion of the strategy, with a certain amount of funds committed for investment, the port has officially joined the Ports of Excellence network.

The port is then required to implement PortMATE each year, with continual improvements in scores (whether just of overall scores or within particular categories - *tbd*). If after Year 1 the PortMATE assessment has not been conducted, the port is disqualified and cannot re-apply until next year. If PortMATE is conducted but there has been no overall increase in score after 2 years, the port is disqualified.

Benefits for the port: recognition for participating, access to technical support and communications with other ports via the online portal. Potentially invited to attend regional workshops. Ports are only required to demonstrate small improvements each year.

Disadvantages – the port receives no financial support or significant technical support, and has no opportunity to win any awards or to be recognised on the ‘Port Starboard’ on the online portal.

Contribution to the illegal wildlife trade objective – these ports serve as pseudo-controls for the programme, perhaps making minimal investment to improvements but still supplying annual monitoring data. Even with no significant support, there are still opportunities to make improvements via the portal and possible regional workshops. Stronger communication with other ports is facilitated and the port has the incentive to make the extra commitment to reach the next level.

For greater financial and technical support to progress to the next level: If the port chooses to make an additional commitment to invest in a particular capacity area identified as critical, or make significant general investments in improvement (*tbd*), this will be recognised and the port will then receive financial and technical support for making improvements. Commitments must include engagement with other port stakeholders. A first step may be the requirement of a TRACE International anti-bribery assessment (see summary table following this concept note), since the prevention of bribery and corruption is a critical step to preventing wildlife trafficking and other investments will be less effective if this is not carried out. This also provides a ‘double’ incentive to implement anti-corruption activities, since the port will achieve PortMATE points as well as the benefits of the TRACE Certification, including training and credentials). The TRACE assessment will also serve as baseline to guide a specific anti-corruption strategy if needed. If the agreed targets in the agreed area are not met (as per PortMATE score) after 1

year, the port will not be able to access any further support (effectively being 'demoted' or 'relegated') for 1 year, after which point it may make the commitment again.

Additional benefits for the port – increased technical and financial support to make improvements and achieve Ports of Excellence best practice status. The port may also be eligible for a port-to-port loan (*tbd*) and additional technical support, and possibly its audit paid for. It has the opportunity to be recognised on the Port Starboard and win an award at the recognition ceremony. It will receive the additional support from TRACE, having gained that certification.

Contribution to the illegal wildlife trade objective – ports will be implementing significant actions to improve capacity to combat wildlife trafficking, and ports still have further incentives to build upon this and maximise performance.

Port of Excellence best practice port: Once the port has achieved its targets defined in its extra commitment (above), which will have led to an increased PortMATE score, and has also completed a TRACE anti-bribery assessment, and engaged port stakeholders (specifics of these requirements are *tbd*), and its performance has been externally verified, it qualifies for 'best practice port' status. To maintain this status, it has to continually improve its PortMATE scores, or maintain them above a certain high score. If there has been no success after one year, the status is removed but can still access the same support as before, so that it may work to regain its status.

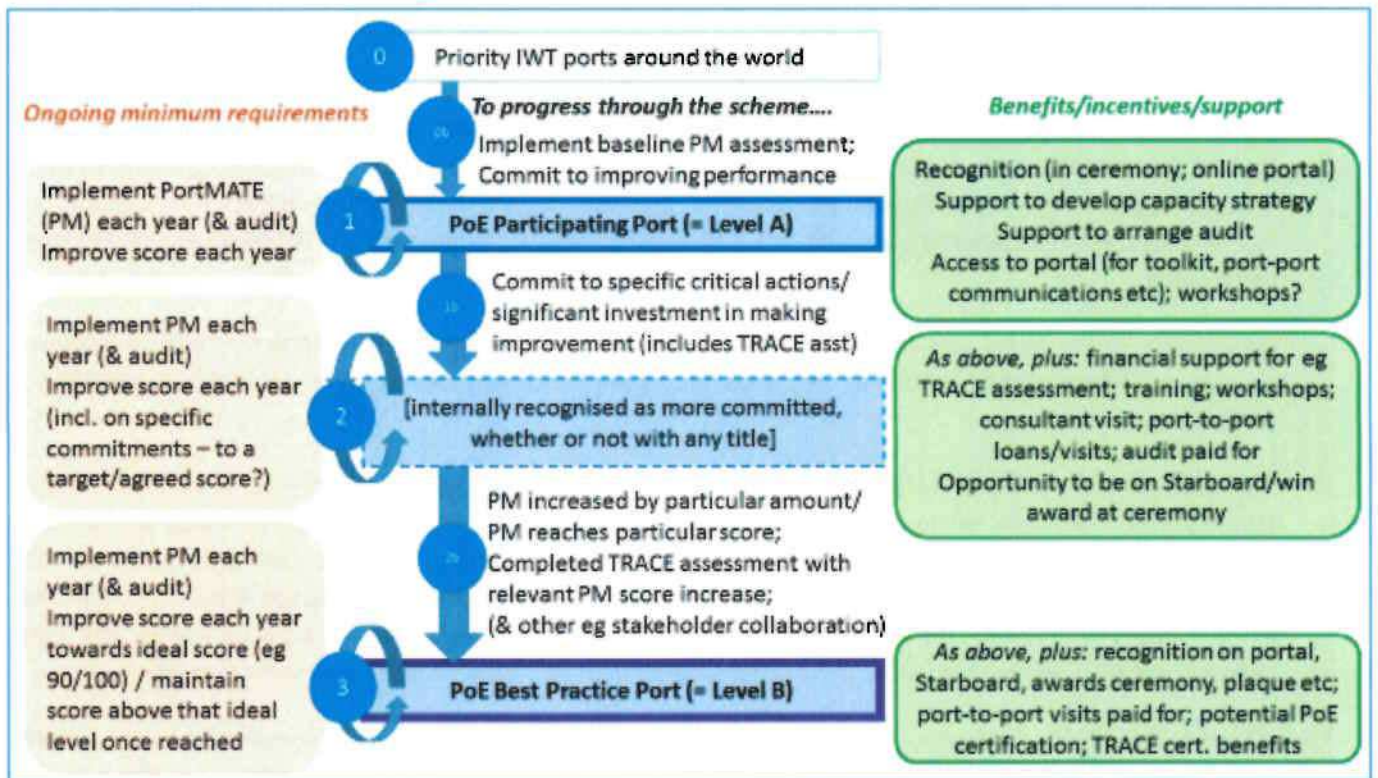
Additional benefits for the port – recognition on the portal, Port Starboard, the awards ceremony, possible plaque or certificate. It will also receive the same level of technical and financial support as before, and may possibly receive funding to visit other ports to provide guidance and/or gain knowledge.

Contribution to the illegal wildlife trade objective – ports are successfully combating wildlife trafficking through continued excellence performance.

Summary of process:

1. **some willingness & likely low capacity** -> Recognition as **participating port**. Only support given is strategy development and arranging the audit, and maybe regional workshops;
2. **extra willingness & likely still low capacity**, but clear strategy and financial commitment for improvement -> gain greater technical and financial support to progress towards best-practice level;
3. **extra willingness & now good capacity independently verified to meet all globally-recognised best practice standards** -> Recognition as **best practice port**. Has made significant achievements within stage 2, and so is given ongoing technical and financial support.

Ports of Excellence Scheme: Conceptual Diagram



Progression through the scheme – follow:

- Step 0 (all ports globally)
- 0b (work towards qualifying for scheme and reaching ‘participation’ level A status),
- 1 (achieve and maintain ‘participation’/level A status),
- 1b (work towards gaining support for making further progress),
- 2 (access and maintain that support),
- 2b (work towards ‘best practice’/level B status),
- 3 (achieve and maintain ‘best practice’/level B status)

Summary of technical support, benefits and financial support at each stage of scheme

Stage	Technical support/benefits	Financial support
3	1	None – should not invest too much until port has conducted an anti-bribery (TRACE) assessment, to ensure that efforts are not negated by corrupt activities
	2	
	3	As above, plus: Training provided Invitation to workshops 6-monthly visits by expert Eligible for port-to-port loan and learning visits

	Recognition - on portal, opportunity to be shown on online Port Starboard and win award (tbd) at ceremony	PortMATE audit paid for
	<i>As above, plus:</i> TRACE workshop/training benefits having completed assessment and received certification Recognition - on portal, Starboard, awards ceremony, given a plaque etc Potential certification (to be explored in the project) Importantly, increased revenue due to improvements	<i>As above, plus:</i> Funding to visit other ports as part of learning visits

Notes on technical support:

- This may include site visits by experts, workshops, training by relevant partner organisation, etc. Further engagement with relevant organisations must be carried out during the project, including to identify how to obtain support and subsidisation for training if it has been identified as a critical need.

Notes on the online portal:

- This will contain all information considered useful for ports (including online learning modules and other resources (the toolkit), links to supporting organisations, contact details of other major ports, information on maritime trafficking of wildlife) on an online platform.
- Possibly to include a facility for ports to submit their PortMATE scores for analysis and comparison with previous scores or with other ports, with links to appropriate support organisations or training modules.
- All member ports will be listed and appropriately recognised on the portal, including having a quarterly or six-monthly news or 'spotlight' item – the 'Port Starboard' – to highlight any particular achievements by ports.

Notes on port-port loans:

- May includes port-port financial loans: a higher performing port, which is now generating profits from more efficient screening and customs clearance processes, may give loan to lower performing port, on the basis that it will be paid back from consequent profits. The beneficiary port, now profiting, can then provide a loan to the next port.
- And includes port-port 'technical/expertise loans': a relevant staff member from a higher performing port will visit a lower performing port, for learning opportunities and sharing of best practices (this could be funded by the scheme and for ports of low capacity)

Notes on financial support available to ports

- Funds for specific capacity building activities identified as critical during the baseline assessment: during the project a system must be established for the application process and amount of funding given. Potentially, a judgement is made and grant of \$xx set aside based on the extent of capacity needs (categorised into low/medium/high), and a 'capacity building package' built from that.
- Requires exploration as to the types of in-kind support available (such as from private sector partners)

Notes on annual awards ceremony

- Since there are only two official levels of recognition, an annual (or biennial) awards ceremony will provide additional incentives for ports to perform
- Awards may be given for eg. highest PortMATE score; achievement of best practice status; significant increases in PortMATE scores; most collaborative port (ie all port stakeholders are working together)
- Awards could include additional funds for a training course, or a trip to a well-performing port, etc
- The ceremony also provides the opportunity to recognise those ports recently joined

Governance and management

The scheme should be managed by an independent organisation but which includes industry experts, potentially including a steering committee and a host for day-to-day management. Engagement has not yet begun and must be carried out in-depth during the project.

Scheme funded by

- Intergovernmental organisation? Alignment with international commitments/visions must be explored
- A small membership fee from each port each year?
- Port-to-port loan?

Outcomes of the Ports of Excellence scheme

- Increased awareness among ports of the illegal wildlife trade and how to combat it
- Increased willingness to improve performance in combating wildlife trafficking
- Improved capacity and performance within ports in combating wildlife trafficking
- Increased communication between ports through the participation in the network and its online platform and port-to-port financial/technical loan arrangements – helping to strengthen South-South cooperation
- Increased revenue generation and worldwide reputations for ports involved
- **Increased rates of seizure, arrest and prosecution of wildlife traffickers**

Table summarising various performance incentives and certification schemes relevant to the proposed Ports of Excellence scheme

Scheme	Purpose	How to qualify/how does it work	Incentives
<p>TRACE Certified By TRACE International (anti-bribery.org) http://www.traceinternational.org/get-certified/</p>	<p>Commitment to transparency, integrity (including supply chain integrity) – meeting international due diligence demands</p>	<p>Company/organisation has to complete a due diligence process administered by TRACE, and be forthcoming and cooperative during the review process</p>	<p>-gain the compliance credential -receive the report to share with business partners -company name in the TRACE directory for others to search -train <40 employees using TRACE's multi-lingual online training modules -use the TRACE logo in marketing materials -access to attend TRACE anti-bribery workshops, hosted regularly around the world</p>
<p>TRACE-RightShip Compliance Rating (TRACE and RightShip – transparency organisation for ships/ports) http://site.rightship.com/services/ship-vetting/</p>	<p>Transparency and integrity of shipping companies, reduced risk to charterers</p>	<p>TRACE conducts a due diligence review of vessel owners, to include sanctions screening and an internationally recognised anti-bribery review. Gives 4 ratings (1.= no red flags -> 4.= person listed on international sanctions list). Costs US\$2,800 for first year, US\$1400 each following year</p>	<p>-avoids duplication, vessel owners are given a single, rigorous due diligence process -benefits vessel owners, charterers and larger business community by minimising expense and delay -fee includes anti-bribery online training for up to 40 employees of vessel owner</p>
<p>Notes: Additional RightShip services- <u>Ship vetting:</u> for efficiency and less liability – gets data on ships, conducts risk evaluation eg ship's structural integrity, competence of owners, managers and crew, past casualties. Ports can use the Ship Vetting Information System to prevent substandard vessels from entering their terminal. Terminals wanting to be environmental leaders can provide discounts/incentives to more efficient vessels. <u>Ship and tanker inspections</u> RightShip also gives GHG Emissions rating alongside the risk rating <u>Terminal questionnaires</u> – to help improve safety and ensure transparency – used by ports so that each ship has to complete online questionnaire re: vessel information on mooring configuration, loading rates, helicopter suitability. If no acceptable, validated questionnaire is produced, the ship may be refused entry to the terminal RightShip can help planning and implementing an incentive programme (mostly for efficiency, sustainability, GHG emissions etc) http://site.rightship.com/media/111666/Port-Incentive-Program_RightShip-2015.pdf</p>			
<p>European SeaPorts Organisation (ESPO) / EcoPort status (EcoPort Network in Europe) http://www.ecoportstatus.com/map</p>	<p>To provide data on performance of its (each port) environmental management programme and contribute to ongoing maintenance of ESPO (with ports as members) European Benchmark of Performance</p>	<p>Self-Diagnosis Method (SDM) – environmental checklist for port managers – checks that port performance is as required for sector performance and international standards. No pass or fail.</p>	<p>-Once completed, the port joins the recognised network -receives advice on how to further develop its environmental programme</p>
<p>Port Environmental Review System (alongside SDM, within EcoPorts)</p>	<p>Delivering goals of sustainable development (independently certified by Lloyd's Register) – the only port-sector specific environmental management standard [for Europe only?]</p>	<p>Designed to assist port authorities with functional organisation necessary to deliver SDGs. Incorporates generic requirements of recognised standards (eg ISO14001). Builds on policy recommendations of ESPO and gives ports clear objectives</p>	<p>-Delivers environmental policy statement, standard description of the actual set up of the port's environmental management organisation, and overview of the environmental aspects of the port's activities -then port gets the PERS certification</p>
<p>Notes: other ESPO help – ESPO Green Guide – helps ports to establish and further develop environmental management programmes, highlights environmental challenges and demonstrates</p>			

Scheme	Purpose	How to qualify/how does it work	Incentives
<p>European Port Observatory: Port Sector Performance Dashboard http://pprism.espo.be/ <i>(*PPRISM project- click on link for more details of development of the dashboard*)</i></p>	<p>response options etc PPRISM project – Port Performance Indicators – Selection and Management – has delivered shortlist of indicators that form basis of a European Port Performance Dashboard ESPO required to <u>monitor and report on progress towards environmental objectives</u> (of all of its ports as a whole ESPO <u>Award on Societal Integration of Ports</u> – the best port project that bring ports and their communities closer is awarded the prestigious ESPO Award during a annual ceremony</p> <p>To monitor overall performance of port sector in Europe. Showing commitment to transparency, compliance and self-improvement. Indicators of Governance, Logistic chain and operational performance, Environmental performance, Socioeconomic impact, Market trends and structure. Also contains best practice guides and tools, contributes to policies, helps with research and development</p>	<p>Not a certification, not measuring individual ports. Ports submit data on various indicators to dashboard, is analysed by ESPO, all ports reported on as one network. Owned by ESPO, has Scientific Advisory Committee, Steering Committee, Forum of Contributing Ports</p>	<p>(n/a) helps to analyse performance but of sector as a whole Products – annual publication on performance of port sector; online dashboard; For revenue generation for operating the Observatory – specific reports, benchmark analysis against EU average for port sectors in other areas of the world, raw data, port-related indicators with external data, tools and best practices available, events (with fee) eg industry workshops, training and dissemination activities, tools for port professionals, for universities</p>
<p>Considerate Constructors Scheme https://www.ccscheme.org.uk/ccs-ltd/what-is-the-ccs</p>	<p>Non-profit NGO founded by construction industry to improve its image – to show consideration for appearance, community, environment, safety, workforce</p>	<p>Five parts with series of bullet points. Must score on a certain number of points in each part to get certification – of Compliance, and Performance Beyond Compliance (potentially extra points for innovation); pay fee per year (includes monitoring visits, badges, hotline etc)</p>	<p>Membership of internationally recognised scheme; competitive advantage; branding; listing on Scheme’s website; independent assessment of the company by industry experts; means to assess and improve; potential to win National Company Awards</p>
<p>Extra notes: Has best practice hub – online hub with eggs of best practice, tips, guidance, examples all reviewed and verified Has CCS Spotlight On... [example company] Has electronic <u>newsletter</u> Holds <u>training events</u>, provides consultancy services <u>Scheme Monitors</u> – senior people of the industry - monitor/assess the site/company against the Code of Considerate Practice, produces report, offers guidance <u>Review Group</u> monitors the monitors, supports Administrative Office for delivery of the Scheme as per business plan, with KPIs <u>Ultra Sites initiative</u> – the main contractor of a site is required to ensure a large proportion of their trade contractors and suppliers for that site are separately registered with the Scheme – to qualify for Ultra Site Achievement of the CCS standard can be used as <u>credits</u> towards other certification eg CEEQUAL, Ska Rating National site awards, national company awards</p>			
<p>International Organisation for Standardisation ISO</p>	<p>Subject</p>	<p>Details</p>	<p>Link for more info</p>
<p>ISO 28000:2007</p>	<p>Specification for security management systems for the supply chain</p>	<p>For any organisation (including eg storage, transportation) who wants to implement/improve a security management system, demonstrate conformance with ISO and seeks certification</p>	<p>http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=44641</p>

Scheme	Purpose	How to qualify/how does it work	Incentives	https://www.iso.org/obp/ui/#iso:std:iso:28004:-1:ed-1:v1:en
ISO 28004-1	Security management systems for the supply chain — Guidelines for the implementation of ISO 28000 — Part 1: General principles	General guidelines for implementation of the above – typical inputs, processes and outputs for each requirement		https://www.iso.org/obp/ui/#iso:std:iso:28004:-1:ed-1:v1:en
ISO 28004-2:2014	Security management systems for the supply chain - guidelines for implementation of ISO28000 in medium and small seaport operations	Identifies risk and threat scenarios (eg accidents, criminal activity, political/governmental risks), procedures for risk assessments and evaluation criteria for conformance and effectiveness of security plans. Output will be level of confidence rating system based on quality of plan, with score (1-5) of conformance with ISO 20008		http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=60905 https://www.iso.org/obp/ui/#iso:std:iso:28004:-2:ed-1:v1:en
ISO 20858	Ships and marine technology – maritime Port Facility Security assessments and PFS plan development	Establishes framework to assist facilities to specify competence of personnel to conduct security assessment and develop security plan. Also establishes documentation requirements to ensure the above is recorded in a way to enable independent verification		http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=46051
ISO 28001: 2007	Security management systems for the supply chain – best practices for implementing supply chain security, assessments and plans – requirements and guidance	Requirements and guidelines for developing and implementing supply chain security processes, establish/document minimum level of security within s.c. or segment of s.c., assist in meeting the applicable authorised economic operator (AEO) criteria in WCO framework of standards and conforming to national s.c. security programmes. Also establishes documentation requirements for verification. Users of this ISO will define portion of s.c. that they have established security, conduct security assessments and develop countermeasures, develop/implementing s.c.security plan, train security personnel		http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=45654
ISO 28002	Security management systems for the supply chain – development of resilience in the supply chain – requirements with guidance for use	Requirements for a resilience management system for s.c., to enable development/implement of policies, objectives, programmes, considering legal, regulatory etc requirements; information re: risks to org, stakeholders, s.c.; protection of assets and processes; management of disruptive incidents		http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=56087
ISO 28003:2007	Security management systems for the supply chain — Requirements for bodies providing audit and certification of supply chain security management systems	To assist in certification of s.c. management systems for ISO 28000 and others. Defines rules for the audit/certification, informs customers on the way certification of their suppliers has been granted		https://www.iso.org/obp/ui/#iso:std:iso:28003:ed-1:v1:en
ISO 28005-1:2013	Security management systems for the supply chain – electronic port clearance (EPC) part 1: message structures	Intended to cover the exchange of safety/security info required under IMO Convention on Facilitation of International Maritime Traffic (FAL) and others as specified in 28005-2. Guidance on eg message transmission requirements, business scenarios, message structures and software requirements		https://www.iso.org/obp/ui/#iso:std:iso:28005:-1:ed-1:v1:en
ISO 28005-2:2011	Security management systems for the supply chain – electronic port clearance (EPC) part 2: core data elements	Technical specifications to facilitate efficient e-info exchange between ships and shore – covers safety/security info requirements for relationship between ship and port authorities. Defines core data elements for e-messaging between parties (ship to shore reporting), including FAL standard declarations, ISPS reporting requirements, ship-generated waste, reporting as per bulk loading/unloading code IMO resolution. Not necessarily re: customs clearance		http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=42144

Scheme	Purpose	How to qualify/how does it work	Incentives
ISO/TS 17187:2013	Intelligent transport systems – electronic information exchange to facilitate the movement of freight and its intermodal transfer – governance rules to sustain e-information exchange methods	Governance rules for executing process for businesses to e-connect to each other for conduct of e-trade in secure and open environment through standardised framework for information exchange. Includes processes and tools to ease connections between trading partners, for visibility and reduce time goods spend in transit	http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=59292
ISO 28007-1:2015	Private maritime security certification	For private maritime security companies to implement to show they provide appropriate security services on board ship (eg re: piracy)	http://www.irqa.com/standards-and-schemes/iso-28007/
ISO/IEC 27043:2015	IT – security techniques – incident investigation principles and processes	Guidelines for common incident investigation processes for scenarios involving digital evidence. Includes pre-incident prep through to investigation closure. Including unauthorised access, data corruption, corporate breaches of info security.	http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=44407
ISO14001:2015	Environmental management systems – requirements with guidance for use	Helps organisations to achieve outcomes of environmental management system – enhanced environmental performance, fulfilment of compliance obligations, achievement of environmental objectives. Applicable to any organisation, can be used in full/in part but only certification if in full	http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=60857
BS (British Standards?) 10500	Anti-bribery and corruption	Answer to UK Bribery Act – help organisations to prove they have robust anti-bribery practices in place and implemented adequately. For use by private, public and voluntary sectors, for all organisations, esp. in construction, utilities, defence, engineering etc. to be replaced by ISO 37001 by end 2016	http://www.irqa.com/standards-and-schemes/BS-10500/
BS 11000	Collaborative business relationships	Framework for any organisation to establish and improve collaborative relationships within their supply chain. 8-staged approach. Good for those wanting to improve efficiency and partnerships, esp within a supply chain. To be replaced by ISO 11000 by end 2016	http://www.irqa.com/standards-and-schemes/BS-11000/

PortMATE - Port Monitoring and Anti-Trafficking Evaluation tool
Template and Guidance Notes

DRAFT June 2016

Introduction

Wildlife crime is now widely recognised as a significant form of organised crime. The serious nature of wildlife crime and economic, social and environmental impact are of concern to countries and leaders, who have called upon governments to strengthen their national response to combat wildlife crime.

Efforts to understand the effectiveness of current responses to combating wildlife and forest crime, have led to the development of the ICCWC Wildlife and Forest Crime Analytic Toolkit (ICCWC Toolkit), which provides a technical resource for countries to complete a national assessment of the main issues related to wildlife crime in the country. The ICCWC Toolkit helps analyze national preventive and criminal justice responses to wildlife crime and identify technical assistance needs.

In 2016, The ICCWC Indicator Framework for Combating Wildlife and Forest Crime (ICCWC Indicator Framework) was developed to complement the ICCWC Toolkit and provide an additional assessment tool for use at a national level. While the ICCWC Toolkit provides the means for a comprehensive analysis, the ICCWC Indicator Framework allows for a more rapid assessment of a national law enforcement response to wildlife crime. It also provides a standardized framework to monitor any changes in national law enforcement capacity and effectiveness over time.

Recognising that a significant level of illegal wildlife trade is conducted through maritime trafficking, efforts have been seen recently to address this specific area of wildlife crime. Not least the establishment by His Royal Highness the Duke of Cambridge of an International Taskforce to work with the transport industry to combat international trafficking underpinning the illegal wildlife trade.

Whilst efforts to improve the response of port-based law enforcement agencies have focused on increasing the number of seizures, such measures have proved to be largely ineffective in combating wildlife crime. Indeed, wildlife seizures without prosecution may be of limited value, since the harm of poaching and taking of wildlife occurs at the commencement of the offence.

Urgent measures are needed to strengthen capacity to intercept maritime consignments and to lead to the prosecution of those involved. UNDP is engaged in a holistic programme that will provide both the support and the incentive for ports to increase their performance, strengthen communication with other ports, and increase the rate of interdiction, and prosecution of wildlife traffickers.

What is PortMATE

The Port Monitoring and Anti-Trafficking Evaluation tool, or PortMATE, is intended to build upon the success of the ICCWC Toolkit and ICCWC Indicator Framework, to focus upon ports, maritime wildlife trafficking and relevant national responses and capacity. PortMATE is available to support baseline assessments and to provide a standardised and simplified means to measure subsequent improvements in performance.

Ports conduct a PortMATE as an initial assessment of current capacity to tackle wildlife trafficking, with the intention that port-based agencies, authorities and other port clients commit to working together to improve performance. UNDP, along with other private and public partners, will support national authorities to build the capacity according to the results of the PortMATE gap assessment. Annual reviews are recommended, leading to various levels of industry-standard recognition.

PortMATE addresses key areas of port-based, maritime wildlife crime including the following categories:

- Risk management and prevention
- Information and intelligence
- Detection
- National investigations
- International cooperation
- Criminal justice

PortMATE complements the Ports of Excellence scheme, through which ports become part of a network committed to improve capacity to combat wildlife trafficking, through improved risk management, preventing corruption, strengthening inter-agency and inter-port cooperation, and working with prosecutors to increase criminal justice responses.

How to use PortMATE

PortMATE is intended for use at a port level and national level. To enable an accuracy, it is recommended that assessment using PortMATE is completed in a collaborative process with the participation of staff from relevant law enforcement agencies at headquarters level, but it is essential for the assessment to include those working at port-level. Many of the question criteria are aimed towards port-level capacity and response. As with the ICCWC Indicator Framework, four steps are recommended in the process of completing PortMATE:

- Planning:
 - Identifying a lead agency and project team
 - Identifying key agencies to participate in the assessment

- Addressing any resourcing needs
- Data collection
 - Identifying data requirements and access
 - Gathering necessary data
 - Determining a date, time and venue for the collaborate assessment at both national and port-level
 - Conducting an expert workshop
- Analysis
 - Collate and review responses and ratings
 - Analyse results
 - Identify areas for follow-up review and action
- Review
 - Identify process improvements
 - Define timeframe for annual, or other repeat assessment

PortMATE Guidance key

Focal Area D. Investigations	Indicates National or Port-level question	Port-level	Indicates reference number of relevant ICCWC Indicator Framework Question
D2. To what extent are specialised investigation techniques (i.e. controlled deliveries, tracking, surveillance) used by national law enforcement agencies to combat maritime trafficking of wildlife (4)25 I			
0. No specialised investigation techniques are used for the investigation of wildlife crime and no officers are trained in these techniques	1. Specialized investigation techniques are rarely used and/or an insufficient number of officers have been trained in such techniques	2. Specialized investigation techniques are occasionally used and some officers are trained in such techniques	3. Specialized investigation techniques are used pro-actively and a sufficient number of officers are trained in their use.
			Score

I - indicates similarity to ICCWC Indicators Framework

Box for inserting score from 0-3 based on criteria

Criteria for assessment are provided so that the closest and most accurate score can be determined.

Indicates reference number of relevant ICCWC Indicator Framework Question

PortMATE - Port Monitoring and Anti-Trafficking Evaluation tool

Assessment Framework

Focal area	Question	Score
A. Risk management	A1. Are all clients using port services registered with authorities through an online/electronic system? (1)6	0. Online/electronic systems are not used by any ports clients 2. Online/electronic systems are used for selective clients and systems, but most are paper-based 3. Online/electronic systems are used by 100% of port clients with 0% paperless transactions.
	A2. Is a system in place to conduct automated risk profiling for wildlife crime? (1)6	0. No automated risk assessment system is present 2. An automated risk assessment system is in place but wildlife crime is not treated as a priority 3. An automated risk assessment system is in place, with algorithms for wildlife crime, and is used for targeted and effective inspections
	A3. Are training and awareness activities conducted to develop professional standards and deter corrupt practices with agencies working at port level?	0. No anti-corruption training or awareness activities take place within relevant agencies 2. Anti-corruption training and awareness activities take place at national/regional level and port-level agencies are sometimes engaged. 3. A comprehensive and ongoing programme of anti-corruption training and awareness activities take place, designed at port-level agencies
	B1. Are officers at ports provided with specific training related to illegal wildlife trade, wildlife smuggling and other related issues? (2)12 /	0. Ports do not have any law enforcement staff that are aware of or trained in detecting and responding to wildlife crime 1. Ports have some law enforcement staff that are aware of or trained in detecting and responding to wildlife crime, but more staff are necessary 2. Ports have sufficient law enforcement staff that are aware of or trained in detecting and responding to wildlife crime, but could benefit from more training 3. Ports have sufficient law enforcement staff that are aware of or trained in detecting and responding to wildlife crime, and are adequately trained.
B. Detection	B2. Are border equipment and detection tools (e.g. detection dogs, identification manuals, and/or scanners) available at ports, maintained, and do they meet needs for conducting inspections to combat wildlife crime? (2)13 /	0. Border equipment and detection tools for wildlife crime 1. Border equipment and detection tools for wildlife crime 2. Border equipment and detection tools for wildlife crime 3. A comprehensive range of border equipment and detection

C. Information/ intelligence		National-level	
are rarely available and/or not appropriately used as staff are not trained in their use.	are sometimes available, rarely maintained, and/or not appropriately used as staff are not trained in their use.	are sometimes available, usually maintained, and sometimes used by staff a trained in their use.	tools for wildlife crime are available, well-maintained, and staff are appropriately trained in their use.
B3. Are container scanners available for inspecting shipments for wildlife contraband?			
0. Scanners are not available at the port or any port in the vicinity	1. Scanners are not available at the port, and/or are insufficient in quality or number, but scanners are available at nearby facilities	2. Scanners are available at the port but are rarely used for wildlife crime inspections	3. Scanners are available at the port, are maintained and in sufficient number and are available to conduct inspections for wildlife crime
C1. Does the country have national procedures and systems for managing (including collating and analysing) information related to serious wildlife crime? (3)19 /			
0. National procedures and systems for managing information on wildlife crime do not exist	1. National procedures and systems for managing information have been established but are not sufficient and/or do not include wildlife crime	2. National procedures and systems for managing information have been established, are infrequently used, lack usefulness and are occasionally applied to wildlife crime	3. National procedures and systems for managing information have been established, are frequently used, capture all relevant data, and are applied to wildlife crime
C2. Are all relevant port-based agencies included in a national intelligence procedures and therefore potential sources and recipients of intelligence? (3)19			
0. Port-based agencies are not included in the national procedures and systems or no such systems exist.	1. Headquarters-based agencies are part of national procedures and systems, but there is no mechanism for port-based agencies to send/receive intelligence.	2. Port-based agencies are included in national procedures and systems but mechanisms for sending and receiving intelligence are weak, or inconsistent, or infrequently used.	3. Port-based agencies are fully integrated in national intelligence procedures and systems and an efficient mechanisms ensure effective sending and receipt of intelligence.
C3. Is information on wildlife crime verified and analysed to generate criminal intelligence? (3)20 /			
0. Analysis of information on wildlife crime rarely takes place.	1. Analysis of information on wildlife crime sometimes takes place, is challenged by a lack of access to databases, and/or is challenged by a lack of trained intelligence analysis staff.	2. . Analysis of information on wildlife crime regularly takes place, is sometimes challenged by a lack of access to databases, and/or is sometimes challenged by a lack of trained intelligence analysis staff.	3. Analysis of information on wildlife crime regularly takes place, is conducted by trained intelligence analysis staff and is routinely complied in intelligence reports that are shared appropriately
C4. Is intelligence passed to port level agencies in an efficient and timely manner? (3)21			

D. Investigations		Port-level	
0. Intelligence is not passed to port-level agencies	1. Intelligence is rarely passed to port-level agencies	2. Intelligence is occasionally passed to port-level agencies but rarely in a timely manner	3. Intelligence is regularly passed to port-level agencies in a timely manner enabling action as appropriate
D1. Is there a protocol for port-level post-seizure investigation of cases?			
0. There is no protocol in place for wildlife crime investigations	1. There is no protocol for port-level post-seizure investigation but depending on the case there may be an ad-hoc response	2. There is a protocol in place for port-level post-seizure investigation, but it is only occasionally complied with	3. There is a protocol for port-level post-seizure investigation, and it is adhered to on all applicable cases.
D2. To what extent are specialised investigation techniques (i.e. controlled deliveries, tracking, surveillance) used by national law enforcement agencies to combat maritime trafficking of wildlife (4)25 /			
0. No specialized investigation techniques are used for the investigation of wildlife crime and no officers are trained in these techniques	1. Specialized investigation techniques are rarely used and/or an insufficient number of officers have been trained in such techniques	2. Specialized investigation techniques are occasionally used and some officers are trained in such techniques	3. Specialized investigation techniques are used pro-actively and a sufficient number of officers are trained in their use.
D3. Do national law enforcement agencies participate in or initiate multi-disciplinary law enforcement operations (including, for example, the formation of task forces) targeting maritime trafficking of wildlife crime? (2)11 /			
0. Multi-disciplinary operations are not conducted	1. Multi-disciplinary operations are conducted on an ad hoc and/or infrequent basis, are conducted at national level	2. Multi-disciplinary operations are conducted on an ad hoc and/or infrequent basis, are conducted at national level and engagement with international operations sometimes takes place.	3. Multi-disciplinary operations are conducted whenever necessary, are conducted at national level and participation in international operations is frequent.
D4. Do enforcement agencies take a pro-active approach to targeting wildlife crime offenders through investigations? (1)7			
0. Pro-active investigations are not used for wildlife crime	1. Proactive investigations are sometimes used for wildlife crime, but are usually constrained by lack of resources (human, financial, technical) and capacity	2. Proactive investigations are frequently used for wildlife crime, but are sometimes constrained by lack of resources (human, financial, technical) and capacity	3. Proactive investigations are frequently used for wildlife crime, and are well resources with adequate access to necessary resources and capacity.
D5. Are specialised officers working at ports trained in conducting controlled deliveries? (4)25			

<p>0. No port-level officers are trained in conducting controlled deliveries</p>	<p>1. No officers at the port are trained in controlled deliveries but trained officers are available if required</p>	<p>2. Officers at the port are trained in conducting controlled deliveries but training is outdated and/or inadequate</p>	<p>3. Officers at the port are trained in conducting controlled deliveries and training is of sufficient quality and maintained.</p>
<p>D6. Do national law enforcement agencies have the capacity to use forensic technology to support the investigation of wildlife crime? (4)26 /</p>			
<p>National enforcement agencies, have no forensic capacity, and are rarely able to access forensic support from other institutions or countries</p>	<p>National enforcement agencies, have limited forensic capacity, rarely have access to basic equipment, rarely have staff that have received basic training in sample collection and processing, and/or can sometimes access forensic support from other institutions or countries</p>	<p>National enforcement agencies, have some forensic capacity, usually have staff that received basic training in sample collection and processing, usually have access to basic equipment and/or can usually access forensic support from other institutions or countries</p>	<p>National enforcement agencies have adequate forensic capacity, usually have staff that have received basic and, as required, advanced training in sample collection and processing, usually have access to adequate equipment, and can access forensic support from other institutions or countries as required</p>
<p>D7. Do national law enforcement agencies have trained and empowered staff to support port agencies to investigate wildlife crime cases? (3)18 /</p>			
<p>National level</p>	<p>0. Staff investigating wildlife crime, are insufficient in number, do not have the required training, and do not have the required authority and powers</p>	<p>1. Staff investigating wildlife crime, are generally sufficient in number, sometimes have the required training, and/or do not have the required authority and powers</p>	<p>2. Staff investigating wildlife crime, are sufficient in number, usually have the required training, and sometimes have the required authority and powers</p>
<p>0. Staff investigating wildlife crime, are insufficient in number, do not have the required training, and do not have the required authority and powers</p>	<p>1. Staff investigating wildlife crime, are generally sufficient in number, sometimes have the required training, and/or do not have the required authority and powers</p>	<p>2. Staff investigating wildlife crime, are sufficient in number, usually have the required training, and sometimes have the required authority and powers</p>	<p>3. Staff investigating wildlife crime, are sufficient in number, have the required training, and have the required authority and powers</p>
<p>D8. Does national legislation make provision for the use of specialized investigation techniques (such as those referred to in D3) against wildlife crime? (4)24 /</p>			

	<p>0. National legislation does not permit the use of such techniques for the investigation of wildlife crime</p>	<p>1. National legislation allows the use of some techniques but is outdated or inadequate to be effective</p>	<p>2. National legislation allows the use of some techniques, but requires some improvements and/or is complex</p>	<p>3. National legislation allows the use of some techniques, and is well-developed ensuring that such techniques can be used effectively against wildlife crime</p>
<p>D9. Do national law enforcement agencies have the capacity to conduct financial investigations in the investigation and prosecution of wildlife crime? (4)27 /</p>				
	<p>National enforcement agencies have no legal authority to use financial investigations* in the investigation of wildlife crime cases</p>	<p>National enforcement agencies, have legal authority to use financial investigations against wildlife crime, have received no formal training and/or have limited knowledge of and capacity to conduct financial investigations and/or require further training and specialized support</p>	<p>National enforcement agencies, have legal authority to use financial investigations against wildlife crime, have received basic training and/or have some knowledge of and capacity to conduct financial investigations and/or require further training and specialized support</p>	<p>National enforcement agencies have legal authority to use financial investigations against wildlife crime, are well trained and have good knowledge of and capacity to conduct financial investigations</p>
<p>F. International cooperation</p>				
<p>Port Level</p>	<p>E1. Do enforcement agencies working at the port have a clear line of access to INTERPOL, RILO and vice versa, and to what extent is this access used? (1)5</p>			
	<p>0. Port-level agencies have no clear line of communication with international mechanisms</p>	<p>1. Port-level agencies have access to international mechanisms through national departments, but procedures are bureaucratic and/or inefficient</p>	<p>2. Port-level agencies have access to international mechanisms through national counterparts in departments</p>	<p>3. Port-level agencies have direct access to international mechanisms through port-level terminals or departments</p>
<p>E2. To what extent do the port enforcement agencies liaise and cooperate with the wider shipping community?</p>				
	<p>0. Cooperation is limited and or ineffective</p>	<p>1. Cooperation takes place at an ad-hoc or infrequent level</p>	<p>2. Cooperation takes place where necessary</p>	<p>3. Cooperation takes place through structured engagement and is effective</p>
<p>E3. Is there a mechanism in place for direct intelligence exchange between national and international ports?</p>				

	<p>0. There is no means of direct communication between ports</p>	<p>1. Communication between ports occurs through informal means and/or infrequently</p>	<p>2. A mechanism for direct communication between ports exists but is rarely or inefficiently used.</p>	<p>3. A mechanism exists for direct communication between national and international ports and is effectively utilised</p>
<p>E4. Are there mechanism(s) in place to facilitate international cooperation to combat wildlife crime, such as participation in a wildlife enforcement network and/or regional law enforcement agreements? (1)5 /</p>	<p>International cooperation rarely or never occurs</p>	<p>International cooperation, sometimes occurs, usually takes place on an ad-hoc basis, and is not supported by any formal collaboration mechanism(s).</p>	<p>International cooperation, routinely occurs, usually includes participation in international enforcement operations and/or international meetings related to wildlife crime, and is sometimes supported by formal collaboration mechanism(s)</p>	<p>International cooperation, routinely occurs, includes participation in international enforcement operations and/or international meetings related to wildlife crime, and is supported by formal collaboration mechanism(s)</p>
<p>E5. Has the country ratified membership of, and is compliant with relevant conventions such as UNCAC/CITES/UNTOC? (1)5</p>	<p>0. The country has not ratified any conventions.</p>	<p>1. The country has ratified some conventions but is in non-compliance with one or more</p>	<p>2. The country has ratified all relevant conventions but has in the past been in non-compliance</p>	<p>3. The country has ratified all relevant conventions and is in full compliance.</p>
<p>F. Criminal justice</p>	<p>Port level</p>	<p>F1. Do port enforcement agencies receive training in presenting evidence for prosecutions? (6)34</p>	<p>0. National enforcement agencies have received no training on case file preparation and the giving of evidence in court and have limited capacity to prepare case files and give evidence in court</p>	<p>1. National enforcement agencies have some staff that have received basic training on case file preparation and the giving of evidence in court, require further, more intensive, training to build skills and capacity</p>
		<p>1. National enforcement agencies have some staff that have received intensive training in case file preparation and the giving of evidence in court but require a greater number of trained staff to manage the normal workload</p>	<p>2. National enforcement agencies have some staff that have received intensive training in case file preparation and the giving of evidence in court but require a greater number of trained staff to manage the normal workload</p>	<p>3. National enforcement agencies have some staff that have received intensive training in case file preparation and the giving of evidence in court and have sufficient trained staff to manage the normal workload</p>
			<p>F2. What systems and procedures are in place for managing, storing, auditing and disposing of confiscated wildlife specimens? (2)17 /</p>	

	<p>0. Systems and procedures for managing and disposing of confiscated wildlife specimens have not been developed and/or not include storage facilities for live specimens</p>	<p>Systems and procedures for managing and disposing of confiscated wildlife specimens are usually informal, rarely include up-to-date records and include storage facilities but these are considered to be inadequate (e.g. poor security, limited capacity, no facilities for live specimens)</p>	<p>2. Systems and procedures for managing and disposing of confiscated wildlife specimens have been formally adopted (e.g. Standard Operating Procedures, regulations) but are not strictly implemented, sometimes include up-to-date records and include storage facilities but these require some improvement (e.g. improved security, addition of facilities for live specimens</p> <p>3.</p>	<p>3. Systems and procedures for managing and disposing of confiscated wildlife specimens have been formally adopted and are strictly implemented, including auditing and inventory of confiscated specimens, include up-to-date records and include adequate storage facilities including facilities for the humane storage and disposal of live specimens</p>
National level	<p>F3. Does national legislation adequately penalise wildlife crime offences, including treating them as "serious" crimes? (7)40 /</p>			
	<p>0. Penalties for wildlife crime only make provision for administrative penalties (e.g. fines, bans, suspensions)</p>	<p>Penalties for wildlife crime, are prescribed in legislation and provide for criminal prosecution, are not proportional to the nature and severity of wildlife crime, are inadequate as they do not provide an effective deterrent</p>	<p>2. Penalties for wildlife crime, are prescribed in legislation and provide for criminal prosecution, are usually proportional to the nature and severity of wildlife crime, and are reasonably adequate</p>	<p>3. Penalties for wildlife crime, are prescribed in legislation and provide for criminal prosecution, are proportional to the nature and severity of wildlife crime, treat wildlife crime offences as serious crime carrying a minimum term of four years imprisonment</p>
	<p>F4. Are wildlife crime cases prosecuted under a combination of relevant national legislation and criminal law in support of legislation enacted to combat wildlife crime, to ensure that wherever possible and appropriate offenders are charged and tried under relevant laws that carry the highest penalties? (6)33 /</p>			

<p>0. Relevant criminal law cannot be applied to wildlife crime offences</p>	<p>Relevant criminal law is rarely applied in wildlife crime cases</p>	<p>2. Relevant criminal law is sometimes applied in wildlife crime cases</p>	<p>3. Relevant criminal law is usually applied in wildlife crime cases, as required, is supported by mechanisms that harmonize wildlife and other key domestic legislation such as criminal law</p>
<p>F5. Is there a sufficient number of [national and regional] prosecutors who have the training and capacity to manage cases related to wildlife crime and/or customs law? (6)37 /</p>			
<p>0. Prosecutors do not have sufficient knowledge of the intricacies of wildlife-related crime, have not received any training and/or awareness-raising on wildlife crime or the prosecution of cases.</p>	<p>Prosecutors have received limited training on the prosecution of wildlife crime cases, usually require further training, are insufficient in number to address the workload</p>	<p>2. Prosecutors have received some training on the prosecution of wildlife crime cases, sometimes require further training, are insufficient to address the workload of wildlife crime cases</p>	<p>3. Prosecutors have sufficient training and knowledge of the prosecution of wildlife crime cases, are sufficient in number to manage the normal workload of wildlife crime cases</p>

Annex 17. Concept Note for a Francophone Law Symposium

Francophone Africa Symposium on Strengthening Legal Frameworks to Combat Wildlife Crime

Location TBD

Date TBD, estimated 2nd quarter 2018

DRAFT CONCEPT NOTE – TASK FORCE CIRCULATION, version 6 September 2017

Scope and objective

In July 2017, the United Nations Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products, in partnership with the World Bank-led, GEF-financed Global Wildlife Program, USAID and other partners, convened an Africa-Asia Pacific Symposium on Strengthening Legal Frameworks to Combat Wildlife Crime in Bangkok, Thailand. Twenty-two countries from Africa (Anglophone and Lusophone) and Asia Pacific participated in the symposium. A second symposium for Francophone Africa is now proposed.

The key objective of the Symposium is to advance efforts across Francophone Africa to strengthen and harmonize legal frameworks to combat wildlife crime. Participants will discuss national experiences with developing and enacting laws that address wildlife crime, and debate minimum requirements for strengthening legislation that governs the multiple aspects of wildlife crime, including illegal trade in timber and other forest products. Participants will also reflect on the findings of the Africa-Asia Pacific Symposium and consider how legal frameworks need to be strengthened to enhance international cooperation and combat illicit wildlife trade within and outside of Francophone Africa.

Rationale for the Symposium

Wildlife crime transcends national borders. Organized crime networks operating across countries and regions routinely exploit gaps and discrepancies in national wildlife, forestry, criminal and other laws. Challenges include inadequate criminal penalties in some jurisdictions, different definitions of 'wildlife' that may exclude non-native species, absence of whistleblower and witness protection laws, weak criminal laws that do not extend to 'attempted offences' or 'participation' in these offences, and do not prohibit the possession and sale of illegally obtained wildlife specimens and products, and failure to designate wildlife crime as a predicate offence in anti-money laundering legislation. In addition, international cooperation on prosecuting wildlife crime is challenged by absent or inadequate bilateral agreements or arrangements to facilitate cross-border enforcement efforts, including in the areas of mutual legal assistance and extradition arrangements.

Importantly, countries have committed at the regional and international levels to strengthening legislation to effectively address wildlife crime. Relevant international obligations and commitments include those made under Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on the Conservation of Migratory Species of Wild Animals (CMS), the United Nations Convention against Transnational Organized Crime, two resolutions of the United Nations Environment Assembly, a resolution of the United Nations General Assembly, the London Declaration, the Kasane Statement, and the Hanoi Statement. Relevant regional commitments include those made by the African Union Summits culminating in the African Strategy on Combating Illegal Exploitation and Illegal Trade in Wild Fauna and Flora in Africa, among others.

Several countries in Francophone Africa have embarked on strengthening national legislation in light of these obligations and commitments. Addressing wildlife crime requires comprehensive review and strengthening of laws and regulations extending beyond wildlife legislation to anti-money laundering, customs legislation, police powers, and mutual legal assistance arrangements, among others.

The Symposium will provide a valuable opportunity to take stock of recent developments and for participating countries to review and respond to the key needs and priorities to strengthen national laws that govern different elements of wildlife crime. The Symposium will draw on existing initiatives in this area, including but not limited to: the findings of the 2017 Africa-Asia Pacific Symposium on Strengthening Legal Frameworks to Combat Wildlife Crime; the Wildlife and Forest Crime Analytic Toolkit and Indicator Framework for Combating Wildlife and Forest Crime developed by the International Consortium on Combating Wildlife Crime (ICWC); and CITES' basic principles and guidelines on minimum requirements for national legislation to implement the Convention.

Participants and target countries

Following the same format used for the Africa-Asia Pacific symposium, the Symposium will target the participation of national government officials with expertise with:

- The national legal framework for wildlife conservation, management, and trade;
- The national criminal justice system and its application to wildlife crime.

Target participants are senior government officials who are responsible for developing or strengthening laws and regulations relevant to combating wildlife crime. Target countries will be invited to nominate two representatives each (e.g. a representative from the Ministry of Wildlife and the Ministry of Justice, with the expertise outlined above). Additional government representation may be invited on an as needs basis (e.g. for countries with relevant functions split across multiple Ministries). International and regional organizations active in addressing wildlife crime in Central and West Africa will also be invited as partners and resource persons. The Symposium will build on and complement existing initiatives undertaken by partners, including the Africa-Asia Pacific Symposium held in July 2017.

Target countries need to be identified based on resource availability and partner interest. UNDP and the World Bank have expressed interest in bringing together the four Francophone GWP countries (Cameroon, Congo, Gabon, Mali) that were not invited to the Bangkok symposium. Funding can be provided from the GWP coordination grant issued to UNDP and the World Bank for these countries.

The event could be broadened to other countries subject to the availability of other resources and partner interest. Francophone countries identified during partner consultations for the Africa-Asia Pacific symposium were: Côte d'Ivoire, Democratic Republic of the Congo, Guinea, Mauritania and Niger. The participation of Angola (unable to attend Africa-Asia Pacific symposium due to last-minute visa challenges) might also be considered if French-speaking delegates could be identified.

Intended outcomes and outputs

Intended outcomes of the Symposium include: (a) enhanced working relationships to support international collaboration on strengthening legal regimes to combat wildlife crime; and (b) common understanding of what is required to support efforts for national, regional and inter-regional harmonization of legal regimes that effectively address the multiple issues involved in wildlife crime.

The outputs of the Symposium will include: (a) a rapid survey of national legislative frameworks for combating wildlife crime, to be completed by national government participants ahead of the Symposium; and (b) a Symposium report. As relevant, these outputs will be merged with similar data arising from the Africa-Asia Pacific Symposium to identify global averages and inter-regional differences— and pull together the findings from the two symposiums.

Location and timing

The Symposium is proposed to be conducted over two to three days, tentatively scheduled for the second quarter of 2018. Location TBD, with potential locations including Cameroon and Congo which both have GWP projects that will commence implementation during 2017.

Funding

Funding requirements include: procurement of a consultant to support symposium planning and preparation of symposium outputs; procurement of meeting facilitator (if required); venue and meeting costs; travel and per diem for sponsored participants; communications.

UNDP can offer a funding contribution from its component of the GWP coordination grant to cover procurement of an event planning consultant and GWP country involvement. The WB may also be able to offer in-kind/financial support for participation of GWP countries (TBC). However, additional financial and in-kind contributions from other Members of the Task Force will be required to cover the full cost and effort of organizing a Symposium.

Partners

At an informal meeting of the Task Force held in Bangkok on 6 July 2017, representatives of Task Force member entities present expressed their in-principle support for the Task Force to convene a symposium for Francophone Africa. The World Bank has expressed in-principle support to partner in such an event if it includes GWP countries. FAO may also be interested, if invited to participate.

At this stage, indicative expressions of the potential support that Task Force member entities could offer to the proposed event and its planning are sought.