



## United Nations Development Programme

Country: Sudan

### PROJECT DOCUMENT

**Project Title:** Protected Area Network Management and Building Capacity in Post-conflict Southern Sudan

**UNDAF Outcome(s):** By end of 2012, poverty especially among vulnerable groups is reduced and equitable economic growth is increased through improvements in livelihoods, food security, decent employment opportunities, sustainable natural resource management and self reliance;

**UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:**  
Catalyzing access to environmental finance

**UNDP Strategic Plan Secondary Outcome:**  
Mainstreaming environment and energy

**Expected CP Outcome(s):**  
Strengthened capacity of national, sub-national, state and local institutions and communities to manage the environment and natural disasters to reduce conflict over natural resources

**Expected CPAP Output(s)**

1. National and sub-national, state and local institutions and communities capacities for effective environmental governance, natural resources management, conflict and disaster risk reduction enhanced.
2. Comprehensive strategic frameworks developed at national and sub-national levels regarding environment and natural resource management

**Executing Entity/Implementing Partner:**  
NGO Execution Modality – WCS in cooperation with the Ministry of Wildlife Conservation and Tourism of the Government of Southern Sudan (MWCT-GoSS)

**Implementing Entity/Responsible Partners:** United Nations Development Programme

## Brief Description

### The current situation

Despite the 1983 to 2005 civil war, many areas of Southern Sudan still contain areas of globally significant habitats and wildlife populations. For example, Southern Sudan contains one of the largest untouched savanna and woodland ecosystems remaining in Africa as well as the Sudd, the largest wetland in Africa, of inestimable value to the flow of the River Nile, the protection of endemic species and support of local livelihoods. The 2007-2010 aerial surveys conducted by the Wildlife Conservation Society (WCS) and the Ministry of Wildlife Conservation and Tourism of the Government of Southern Sudan revealed:

- ▶ one of the largest, intact antelope migrations in the world comprising 1.2 million White-eared kob, Mongalla gazelle and tiang, which rivals the world famous Serengeti wildebeest migration
- ▶ around 4,000 elephants and viable populations of other large bodied species such as giraffe, buffalo and the endemic Nile lechwe
- ▶ Large carnivore species such as lion, leopard, cheetah and wild dog still exist
- ▶ However, particular species have been decimated by poaching during the civil war (e.g. zebra, hartebeest and buffalo) and are at risk of local extirpation unless effective protection can be quickly mobilized.
- ▶ Rhino have not been detected but local reports suggest that there may still be hope that this species persists.

These valuable national and global assets are threatened by escalating commercial poaching linked to the proliferation of firearms, returning refugees, competition for scarce natural resources (graze and water) and the presence of extractive industries exploring for oil and other valuable minerals. In the face of these threats, protected areas provide the cornerstone for a broader strategy embedding conservation in the landscape. There are currently six national parks and 13 game reserves legally created in Southern Sudan, covering 11.1% of the land area (90,755 km<sup>2</sup>), but the limited protected area human, physical, institutional and systemic infrastructure was largely destroyed during the civil war. Moreover, most of these protected areas, while created on paper, never underwent a consultation process with local stakeholders and protected area boundaries were never demarcated. Other constraints preventing the effective management of protected areas are inadequate enabling policy and capacity for wildlife management at the operational and administrative levels.

### The project strategy

The ideal, long term solution for protected areas management in Southern Sudan would be “*An ecologically representative and connected network of protected areas, subject to efficient management arrangements for the situation of Southern Sudan and adequately financed through multiple sources*”. This project proposes to contribute to the ideal long term solution by laying the foundations for effective protected areas management firstly, reassessing the present protected area estate to ensure the identification of key migratory routes and wildlife corridors within the protected area network and secondly, building the capacity of the Ministry of Wildlife Conservation and Tourism to effectively manage and sustainably develop Southern Sudan’s key protected areas. To achieve this, the project will undertake a range of activities to deliver the following three outcomes:

1. Capacity for protected area management strengthened
2. Management of four key protected areas improved (i.e. Southern, Bandingalo and Boma National Parks and Zeraf Reserve)
3. Sustainable financing of protected areas designed and enhanced.

The expected benefits of the project are the expansion of the protected area network of Southern Sudan by 350,000 ha and 6,800,000 ha of PA under improved management. Specifically, this will mean:

- ▶ Improving the overall protected area institutional capacity, from a baseline of 42, 39, 32 % to 52, 50, 43 % for institutional, systemic and individual capacity scores respectively
- ▶ Increasing management effectiveness at the protected area level, from a management effectiveness tracking tools baseline of 25% to greater than 40% at Bandigalo, Southern and Zeraf and from 41% to greater than 50% at Boma and aligning the protected areas to IUCN category II and VI
- ▶ Increasing the financial sustainability of the protected area network, from a financial sustainability baseline score of 5% to 20%.

In the long-term, poaching and illegal use of wildlife will be contained and gradually reduced as protected area management becomes more effective; community wildlife partnerships will reduce pressures and increase awareness. Moreover, implementation of the Convention of Biological Diversity objectives will be realized through the creation, enlargement and management of protected areas, the involvement of rural communities, the sustainable use of natural resources and the integration of wildlife into land-use planning and development.

### Management arrangements

The project will be executed by WCS in cooperation with the Ministry of Wildlife Conservation and Tourism over a four-year period, with UNDP serving as the implementing agency. The project will collaborate where appropriate with other Ministries, State government, local communities and local NGOs, the University of Juba and the private tourism sector. The project budget is US\$8,220,000, with GEF financing totalling US\$ 3,820,000 (46%), and with the co-financing provided by the Government of Southern Sudan, USAID, and WCS.

Programme Period:	2010 - 2014
Atlas Award ID:	00060471
Project ID:	00076148
PIMS #	4000
Start date:	September 2010
End Date	January 2015
Management Arrangement	NGO execution
PAC Meeting Date	April 2010

Total resources required	US\$ 8,220,000
Total allocated resources:	_____
• Regular	_____
• Other:	
○ GEF	US\$ 3,820,000
○ Other	US\$ 3,400,000
In-kind contributions (Government)	
	US\$ 1,000,000

Agreed by (Government):

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Date/Month/Year

Agreed by (Executing Entity/Implementing Partner):

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Date/Month/Year

Agreed by (UNDP):

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Date/Month/Year

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## Acronyms

APM	Assistant project manager
ARR	Annual review report
AWP	Annual work plan
CAR	Central African Republic
CBD	Convention on Biological Diversity
CPA	Comprehensive Peace Agreement
DRC	Democratic Republic of the Congo
EA	Executing agency
FS	Forestry Service (under the Ministry of Agriculture and Forestry, GoSS)
GR	Game reserve
GEF	Global Environment Facility
GONU	Government of National Unity
GIS	Geographic Information System
GoSS	Government of Southern Sudan
IA	Implementing agency
IUCN	International Union for the Conservation of Nature
IW	Inception workshop
M&E	Monitoring and evaluation
METT	Management effectiveness tracking tools
MDG	Millennium Development Goal
MP	Management plan
MWCT	Ministry of Wildlife Conservation and Tourism
MoF	Ministry of Finance
MoU	Memorandum of Understanding
NCO	Non-commissioned officer
NGO	Non government organization
NP	National park
PA	Protected area
PAN	Protected area network
PIF	Project identification form
PIW	Project inception workshop
PM	Project manager
PPG	Project preparation grant
PSC	Project steering committee
RCU	UNDP/GEF regional coordination unit
SO	Strategic objective
SP	Sudanese pounds
SPLA	Sudan People's Liberation Army
SPLM	Sudan People's Liberation Movement
TOR	Terms of reference
UNDP	United Nations Development Programme
UNDP CO	UNDP country office
USAID	United States Agency for International Development
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

## **PART I: Situation Analysis**

### **1.1 National and global significance of Southern Sudan's Biodiversity**

1. Southern Sudan covers some 817,000 km<sup>2</sup> and covers approximately one third of Sudan, the largest country in Africa and the Arab world. Southern Sudan is bordered by Ethiopia in the east, Kenya and Uganda in the south, the Democratic Republic of the Congo (DRC) and the Central African Republic (CAR) in the west (Figure 1). The region encompasses ten states, with the capital in Juba in the State of Central Equatoria. The population of the Southern Sudan is estimated at 12 million, giving an average population density of just 14 persons/km<sup>2</sup>.
2. Topographically, large parts of Southern Sudan are in the form of a shallow basin enclosed in the west and southwest by an extensive ironstone plateau, which forms the watershed between the Nile and Congo river systems, in the south and south east by the Imatong and Didinga Mountains and in the east by the Boma plateau and the Ethiopian Highlands.
3. The White Nile River drains from Lake Victoria and Lake Albert and enters Southern Sudan at Nimule. Thereafter, it flows through broad alluvial plains and swamps in the centre of the basin with the two main tributaries the Bahr el Ghazel and the Sobat joining it. During its course north, the White Nile flows through the Sudd (declared a RAMSAR site in 2006), a vast area of interconnecting swamps, floodplains, islands, lakes and channels, estimated to cover 15,800 km<sup>2</sup>.
4. The climate of Southern Sudan is tropical with a distinct dry and wet season. Rains usually fall between May and September and the dry season is between November and March. The average annual rainfall ranges from 2,261 mm at Gilo (Imatong Mountains) to 525 mm at Renk, which is situated on the northern plains. Rainfall in the central region and Sudd wetlands varies from 750 to 1,000 mm whereas in the dry semi-arid south east (Loelle) the rainfall has been estimated at 350 mm. Temperatures vary according to the season, altitude and location but they are generally high and vary between 25°C and 32°C rising to greater than 42°C during the hottest time of the year (Malakal).
5. By virtue of its size and diverse climatic regimes, the Sudan encompasses 7 out of WWF's Global 200 eco-regions, namely Congo Basin Piedmont Rivers and Streams, East African Acacia Savannas, Ethiopian Highlands, Horn of Africa Acacia Savannas, Red Sea, Sudanian Savannas, Sudd-Sahelian Flooded Grasslands and Savannas. Southern Sudan is the largest expanse of substantially intact, wild habitat in East Africa – with spectacular high altitude plateaus and escarpments, wooded savanna, grassland savanna, wetlands, and floods plains; it contains the largest intact contiguous savannah in Africa and the largest wetland and perhaps the most important habitat for migratory birds in Africa, the Sudd. Out of the 22 Important Bird Areas (IBAs) in the Sudan, South Sudan comprises several including Boma, the Sudd, Southern and Bandigalo. Hundreds of species of birds, out of which 12 are endangered such as the shoebill and black crowned crane, dwell here or use the area as an important stepping stone on their migration. Finally, Southern Sudan harbors lively traditional peoples and cultures (Anyuak, Murle, Jiye, Kacipo, Toposa, Dinka, etc), with strong ties to wildlife and whose livelihood practices are threatened by development, extractive industry and the lack of measures to safeguard habitats and associated species.
6. Until civil war broke-out in 1983, the vast grasslands, woodlands and wetlands of Southern Sudan (Figure 1.) supported some of East Africa's most spectacular and important wildlife populations, including one of the world's largest wildlife migrations. The huge Sudd wetland, Boma National Park in the southeast, and Southern National Park in the savanna-woodlands of the

southwest, together harbored nearly one million white-eared kob, and important populations of tiang (topi), buffalo, elephant, giraffe, hartebeest, lion, wild dog, white and black rhino and more (Fryxell et al. (1980a, b), Cobb 1983, Biotani 2001). The wide range of habitats is reflected in the diversity of its mammal fauna, with exceptional diversity in the antelope group, including 2 endemic species, and 7 out of 9 tragelaphine species, the highest number in any African country (Hillman & Fryxell). Sudan even had forest reserves with bongo, forest buffalo, forest elephant, giant forest hog, red river hog, chimpanzee and guenons (Hillman 1983). Although no complete species lists exist for Southern Sudan, it is recognized as one of Africa's most diverse countries in terms of birds with over 950 species.

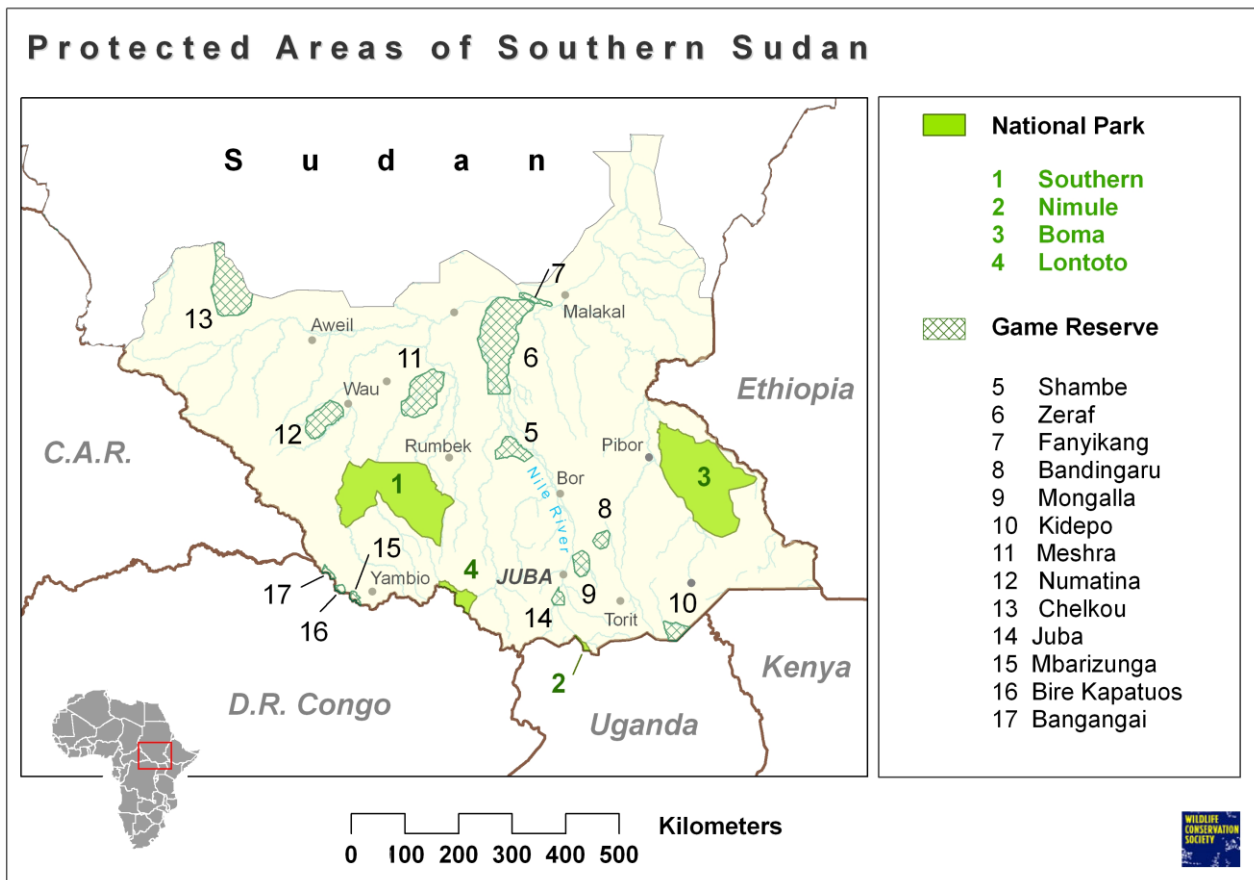
7. Twenty-two years of civil war and humanitarian crisis led to widespread speculation that Southern Sudan's wildlife heritage had been lost; this has triggered a request from the Government of Southern Sudan (GOSS) to the Wildlife Conservation Society (WCS) to determine which populations have survived. In January-February 2007, WCS replicated the aerial surveys of the 1970s and 80s, in cooperation with the Government and pilot funding from the US Government and private donors. The results astonished the world, making the front page of the New York Times. Key findings include:

- The migrations of white-eared kob, tiang, and Mongalla gazelle in Boma and Jonglei are substantially intact, totaling more than 1.2 million animals, numbers comparable to those of the 1980s.
- Continued existence of large herds of elephant with estimates of 6,000, and the endemic Nile lechwe persist. The Sudd contains critical populations for the survival of these species.
- Intact large carnivore guilds like lion and wild dogs in Jonglei, Southern, Bandingalo, and Boma areas.
- Sedentary ungulates, such as buffalo and hartebeest, have declined drastically in several areas.
- A high diversity of species also persists in Southern National Park, but in much reduced numbers.
- It is still unknown whether rhino (black or white) survive in Southern Sudan.

8. This exceptional diversity has always been recognized and already in 1939, the first national parks and game reserves were proclaimed in Southern Sudan by the colonial government. Foremost to be created was Southern National Park with an area of some 22,000 km<sup>2</sup>, situated west of the Nile River towards the borders of the CAR and the DRC. Nimule National Park was created in 1954. Further national parks and game reserves were created in the 1980's by the Government of Sudan through the 1986 Wildlife Act and also listed in the Wildlife Conservation and National Parks Act of 2003. This provides for six national parks and 13 game reserves covering in total 11.1% of Southern Sudan (90,755 km<sup>2</sup>) supported by legal creation (Figure 1). Protected areas were established primarily to conserve populations of wildlife and big game rather than ecosystems or major ecological functions (e.g. migrations). When reviewing the protected area network for representation, 14 protected areas are sited in woodland and tree savanna habitats, three in lowland forests, and one in wetlands.



**Figure 1. Southern Sudan's Protected Areas**



9. Table 1 below provides a summary of the status and size of the protected areas in Southern Sudan. It should be noted that for the protected areas created by the 1986 Wildlife Act and 2003 Act, there exists a lack of clarity on several of the protected area boundaries. Area estimates are therefore given based on recent GIS analysis by WCS using the limits from the most relevant technical sources (i.e. maps from the proposed PA creation process) and legal documents, where available.

**Table 1. The Status and Size of Protected Areas in Southern Sudan (IUCN, 2009)**

Name and Year Protected	Conservation Status with IUCN Category	Habitat	Area (km <sup>2</sup> )	State
Ashana (1939)	Game reserve (VI)	Woodland and tree savanna	900	Northern Bahr el Ghazal
Bandingalo* (1986)	National park (II)	Grassland and woodland savanna	16,500 (recently proposed >18,000)	Central & Eastern Equatoria
Bengangai (1939)	Game reserve (IV)	Lowland forest, woodland and open glades	170	Western Equatoria
Boma* (1986)	National park (II)	Woodland savanna, grassland and riverine woodland	20,000	Jonglei, Eastern Equatoria
Boro*	Game reserve (VI)	Woodland and tree savanna	1,500	Western Bahr el Ghazal
Chelkou (1939)	Game reserve (VI)	Woodland and tree	5,500	Western &

Name and Year Protected	Conservation Status with IUCN Category	Habitat	Area (km <sup>2</sup> )	State
		savanna		Northern Bahr el Ghazal
Zeraf (which also incorporates Fanyikang GR, 1939)	Game reserve (VI)	Wetlands, toich grassland, wooded savanna and floodplains	8,000	Jonglei, Upper Nile, Unity
Juba (1939)	Game reserve (VI)	Woodland and wooded savanna	200	Central Equatoria
Kidepo (1975)	Game reserve (VI)	Woodland and wooded savanna	1,200	Eastern Equatoria
Lantoto*	National park (II)	Woodland, forest and open glades	760	Central Equatoria
Meshra *	Game reserve (VI)	Woodland, wooded savanna	4,500	Warrap, Lakes
Mbarizunga (1939)	Game reserve (VI)	Lowland forest, woodland and open glades	10	Western Equatoria
Mongalla (1939, now incorporated into Bandingalo NP)	Game reserve (VI)	Woodland savanna, grassland and floodplains	75	Central Equatoria
Nimule (1954)	National park (II)	Wooded savanna, Nile River	200	Eastern & Central Equatoria
Numatina (1939)	Game reserve (VI)	Woodland and wooded savanna	2,100	Western Bahr el Ghazal
Shambe (1985)	Game reserve (VI)	Woodland and wooded savanna, grassland and floodplains	620	Lakes
Southern (1939)	National park (II)	Woodland and wooded savanna, bushland, small grasslands, riverine woodland, inselbergs	22,000	Lakes, Warrap, Western Equatoria, Western Bahr el Ghazal
Bire Kapatuos (1939)	Game reserve (VI)	Lowland forest, woodland and open glades	5	Western Equatoria
Badingaru (1939, now incorporated into Bandingalo NP)	Game reserve (VI)	Grassland, woodland and wooded savanna	805	Central & Eastern Equatoria

\* These areas were all named at the central level by the Government of Sudan as protected areas under the 1986 Wildlife Act and confirmed by the Wildlife Conservation and National Parks Act of 2003, but they have yet to be clearly gazetted and their boundaries demarcated.

10. From a national perspective, the protected areas conserve a substantial portion of the terrestrial areas of Southern Sudan (11.1%), which is well above the African average (estimated at 9%<sup>1</sup>), and protect an exceptionally high diversity of animals, habitats, and birds. Despite the long drawn out civil war, some of these areas still contain significant wildlife populations. For example recent aerial counts conducted by WCS revealed that some 1.2 million white-eared kob, Mongalla gazelle and tiang migrate between the Boma Park, Bandingalo Park, and towards the Nile River every year. A migration that rivals the world famous Serengeti wildebeest migration. The protected areas of Southern Sudan also conserve important forest species, which are usually associated with the lowland forests of the Congo Basin such as bongo, giant forest hog, chimpanzee, red river hog and

<sup>1</sup> UNEP-WCMC/ UNEP (2007). 'Millennium Development Goals: Indicator 26: Protected Areas Report'. Available at: [www.unep-wcmc.org/resources/publications/MDGs\\_Indicator\\_26\\_Protected\\_Areas\\_Report.pdf](http://www.unep-wcmc.org/resources/publications/MDGs_Indicator_26_Protected_Areas_Report.pdf)

forest elephant. However, due to insecurity from the Lord's Resistance Army in these forest zones the MWCT and WCS have not been able to assess these areas since the ending of the civil war.

11. Apart from the important conservation value and tourism potential of these protected areas, it has been shown elsewhere in East and Central Africa that effectively managed and efficiently administered protected areas can play an important role in maintaining security in rural areas. This is a value that should not be underestimated in the present context of Southern Sudan where banditry and tribal violence are still rife. Another factor that is appreciated by high level GoSS and the Sudan People's Liberation Army (SPLA) representatives is that consumption of wildlife during the civil war by the SPLA, rural populations and refugees saved many thousands from starvation and ultimate death. This should be remembered and appreciated by all concerned. As one high level GoSS official put it "we could not have progressed in our struggle without wildlife meat, and we now must protect wildlife as a Peace Dividend."

12. The global significance of the Southern Sudan protected area network (and of this project) is that it includes the protection of one of the largest, intact antelope migrations in the world. It also strives to protect the Sudd, the largest wetland in Africa, and of the inestimable value of the flow of the Nile River, protection of rare and endemic species, support of local livelihoods (seasonal grazing and fishing), and the waters, which are providing ecosystem services of global benefit. Furthermore, the protected areas encompass one of the largest untouched savanna and woodland ecosystems remaining in Africa, an ecosystem which is still intact and lying on the doorstep of Southern Sudan's capital Juba. These conservation areas therefore have great tourism potential, which, if appropriately developed, can provide a sustainable revenue stream to support the effective management of the PA system in the long term.

13. The protected areas provide protection to a variety of habitats and species and their management will guard against any future soil degradation, deforestation, habitat fragmentation, and species loss. As such, they are an important source of carbon sequestration, watershed protection and biodiversity conservation with two endemic mammal species (Nile lechwe, estimated at 4,300 and white-eared kob, estimated at 800,000). An estimated 4,000 Shoebills (out of a global population estimated at between 5,000 and 8,000 individuals) are within Southern Sudan, with the main threats being habitat destruction, disturbance and hunting. Other important bird species include the black crowned cranes, and not to mention a vast range of other species unmatched by most other African countries.

## **1.2 Policy and legislative context**

14. There are three categories of Government of Southern Sudan legislation that support the establishment, management and conservation of protected areas, as follows:

- ▶ legislation concerned with land-use planning and development
- ▶ legislative framework for broad environmental management
- ▶ legislation concerned with wildlife conservation and management, creation and management of protected areas, and tourism development.

15. Legislation concerned with land-use planning and development. The Land Act (2009) regulates land tenure, usage and exercise of rights thereon. The Act also regulates, through the appropriate Government authority, land owned by Government including national parks, game reserves and any other protected areas. An important aspect of the Land Act is that it defines land held and managed by local communities as well as providing them with land and user rights. Land is divided into public, communal and private land. The Land Act includes a section on easements and lease of land, which is relevant to development of tourism and wildlife conservation projects on communal land.

The Land Act also regulates the ownership of land by foreign individuals and investment companies. A Land Policy is currently under development by the GoSS to accompany the Land Act.

16. Legislative framework for broad environmental management. The Environmental Protection Bill (2009), the Southern Sudan National Environment Policy (2009) and the South Sudan Environmental Action Plan (2007-2016) provide the overarching environmental laws and policies. They make provisions for: the creation of a Southern Sudan Environment Authority involved in the oversight and administration of environmental affairs; the coordination and development of environmental standards and guidelines; pollution control and counter measures; the drafting of new laws and regulations and the enforcement of local environmental regulations as well as international agreements and conventions. The Water Policy (2007) regulates water use rights, pollution and water supply and provides control mechanisms for developments near rivers and streams, conservation of water and water catchment areas and the flow of water necessary to maintain wildlife, fish and forests.

17. Legislation concerned with the wildlife conservation and management, creation and management of protected areas, and tourism development. The Wildlife Act (2003) and the Wildlife Protected Area Policy (2008) provide guidelines for the conservation and management of protected areas, the establishment of the MWCT and the conservation of wildlife outside protected areas. The Wildlife Conservation and National Parks Act (2003) is now outdated and is being revised by the MWCT with support from USAID and WCS. The new Act is expected to be completed in 2010 and provide the necessary guidelines and legal provisions for sound management of the sector. The Forest Act (1989) and the Forest Policy (2007) describe in general terms the goals, objectives and strategies of the forestry sector regarding the conservation and management of natural and plantation forests as well as the promotion of woodlot management and agro-forestry by communities. The Tourism Policy (2009) aims to promote tourism based on a variety of attractions such as wildlife, historical and cultural areas. It recommends that the private sector play an important role in tourism development and that any tourism development should be sustainable and environmentally acceptable. It envisages the creation of a National Tourism Marketing Board, which will be the driving force marketing tourist destinations in Southern Sudan.

### **1.3 Institutional context**

18. Under the Comprehensive Peace Agreement the GoSS has full authority over its natural resources in Southern Sudan (including wildlife and protected areas), with the exception of oil, which is regulated in conjunction with the Government of National Unity (GONU). The MWCT of the GoSS acts as a focal point and liaison with the Ministry of Environment and Physical Development of the GONU to ensure the coordination and integration of conservation related strategies and undertakings in Sudan.

19. Government responsibility for all wildlife and protected areas (Parks and Game Reserves) rests with the Ministry of Wildlife Conservation and Tourism of the Government of Southern Sudan. National Parks are directly managed by the MWCT. There is some uncertainty regarding authority over Game reserves and that they may fall under the jurisdiction of state government. However, given that there are no ministries at the state levels, and the Directors of Wildlife for each of the ten state governments report to the Director General of MWCT (see MWCT organogram in Figure 2 below), the Game reserves are de facto directly under the authority of MWCT. Gazetted forest reserves, not covered by this project, come under the jurisdiction of the Forest Service of the Ministry of Agriculture and Forestry. Responsibility for water conservation is under the Ministry of Irrigation and Water and responsibility for cross-cutting environmental concerns (e.g. pollution, EIA

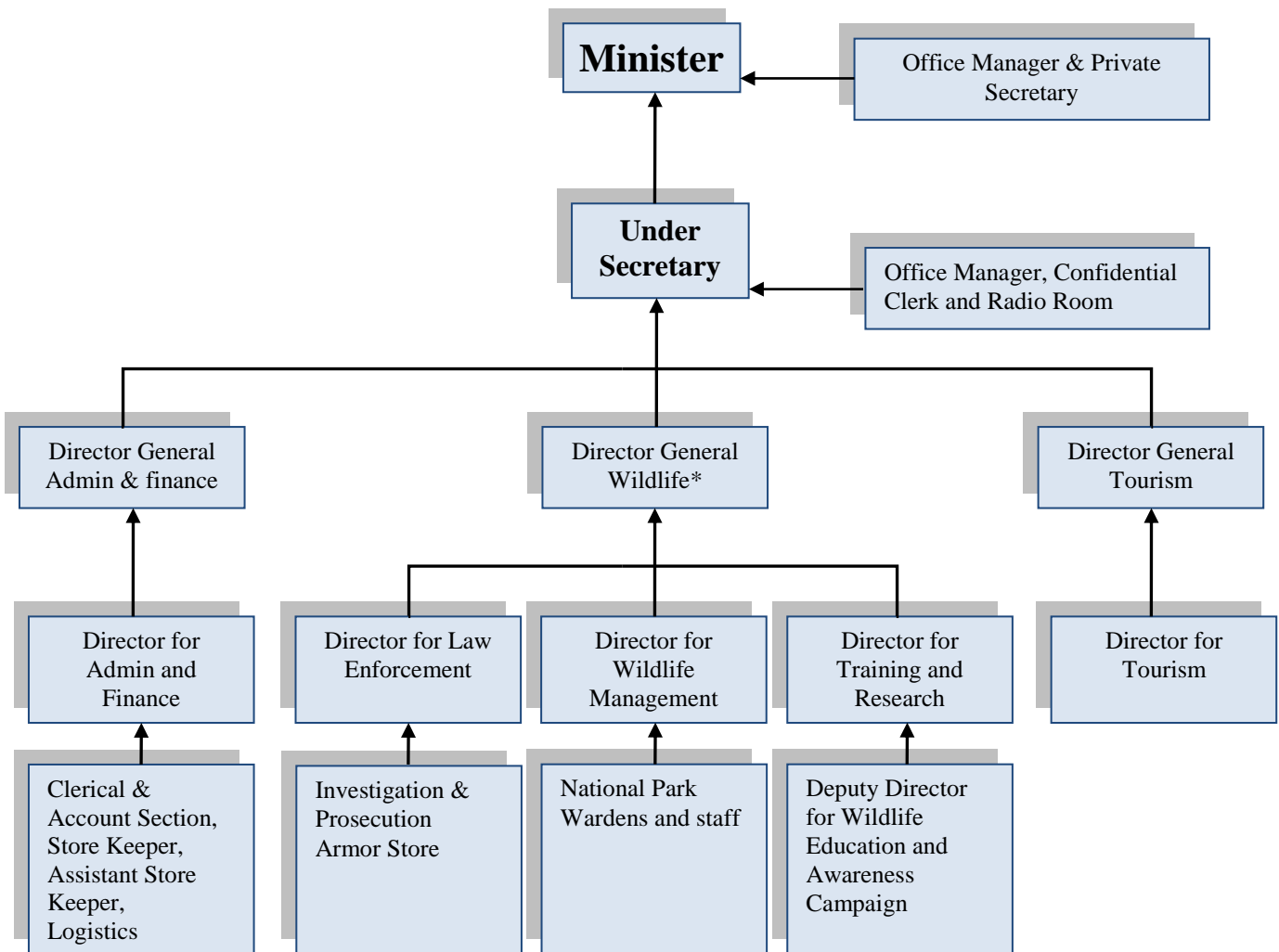
regulations, etc.) comes under the Environment Department of the Ministry of Housing, Planning and Environment.

20. The MWCT is responsible for the conservation of all wildlife and the management of protected areas (national parks and game reserves), including tourism development in the protected areas. The Ministry of Wildlife Conservation and Tourism is headed by a Minister, assisted by an Under-Secretary in charge of wildlife conservation and tourism. The legal status of the MWCT was established by the Wildlife Forces Act of 2003. The Director General for Wildlife is in charge of various Sections led by assistant Directors (Training, Wildlife Management, and Education). The administration and management of protected areas comes under the assistant Director of Wildlife Management. A Director General of Tourism oversees development and regulation of tourism. The GOSS MWCT 2008 budget of SP 106,000,000 (est. \$40,769,231) was allocated as follows: salaries SP 78,489,513 (74%); operating expenses SP 16,136,255 (15%) and capital expenses SP 11,374,232 (11%). As of 2008, the MWCT had a staff enrollment of 13,150. Only very minor revenue was generated from photographic tourism as it is only in its early stages (only entrance fees at Nimule Park were collected). Since 2005 the GoSS has put in place a ban on all hunting in Southern Sudan, in order to allow for game populations to recover and management systems to be put in place. Therefore no tourist safari hunting is taking place. However, the ban on hunting, while justified given the precarious status of many wildlife species, is very difficult to enforce due to the limited capacity of the MWCT at present.

21. As outlined in the Wildlife Conservation and National Parks Act (2003), which supersedes the 1986 Act, the objectives and functions of the MWCT are to:

- a. conserve, manage and administer the protected areas under its jurisdiction
- b. develop tourism and other forms of wildlife use
- c. control hunting and the trade in wildlife products
- d. promote wildlife awareness programs and disseminate information on wildlife resources
- e. train wildlife personnel
- f. develop and carry out research on wildlife and environmental resources
- g. manage and administer zoological gardens
- h. enforce and attain the objectives of the Wildlife Act (2003).

**Figure 2. Ministry of Wildlife Conservation & Tourism Organogram**



\* The ten Regional State Directors for Wildlife have jurisdiction over Game Reserves and directly report to the Director General for Wildlife

22. The Ministry of Housing, Physical Planning and Environment is a project partner given its responsibility for Environmental Impact Assessments (EIA) and the enforcement of environmental laws and policies (especially as regards pollution and soil degradation). Of particular interest to this Ministry is the sustainable use of water, the protection of wetlands and water catchment areas. One of its major programs is to develop a biodiversity action plan for Southern Sudan. It seems that some areas of interest of this Ministry may overlap with those of the MWCT, particularly wetlands conservation and biodiversity. Therefore, responsibilities need to be clarified to avoid duplication of efforts and confusion of mandates.

The Ministry of Water and Irrigation (MWI) is mandated with major water management and water related agreements. The MWI will be concerned with this project in relation to water policy as it affects critical wetland ecosystems and in particular the complex Sudd.

#### 1.4 Threats to wildlife and protected areas and root causes

23. WCS and MWCT surveys from 2007-2010 indicate that there are still some 6,000 elephants remaining in Southern Sudan and that other large bodied species such as giraffe (estimated at 400), buffalo (estimated 10,000) and Nile lechwe (estimated at 4,300) still occur in viable populations. On

the other hand, in several areas particular species have been decimated (e.g. zebra and hartebeest in Boma Park, buffalo in Southern Park) and are at risk of local extirpation unless effective protection can be quickly mobilized. Large carnivore species such as lion, leopard, cheetah and wild dog still exist and would likely thrive under suitable protection. Be it within PAs or in the broader landscape, this wildlife diversity is threatened and conservation strategies need to be put in place.

24. The protected areas of Southern Sudan themselves face considerable threats grouped into three categories below:

**Lack of integration of conservation in development planning.**

25. The peace of 2005 brings great opportunities for biodiversity conservation and sustainable resource use and management but also grave and growing threats to wildlife and the environment that a massive influx of displaced persons and development pose.

26. Returning refugees: The return of millions of refugees requires natural resource management and land-use planning to balance competing claims and ensure sustainable development. The Government of Southern Sudan has developed and passed a Land Act (2009), which needs to be complemented by a coherent policy, which will accompany other anticipated legal reforms, including the revision of sectoral laws and the enactment of legislation to manage land use.

27. Road infrastructure and large scale rural development. Roads, large scale agricultural development schemes, water extraction, borehole creation, and commercial ranching schemes are but a few of the projects that with poor planning and management will result in habitat destruction, become conduits for a commercial bushmeat trade and threaten the long-term viability of some protected areas by cutting off or disturbing important wildlife corridors and migratory routes. The construction of major roads in the region, while important for development and economic growth, are a serious threat to wildlife and protected areas. Formerly remote areas are now being linked to urban centers and what was previously hunting for local consumption rapidly becomes commercial bushmeat trade using roads and vehicles as the main arteries. Careful planning of road infrastructure and other development projects that take into account long term protected areas management, ecological functioning and migration patterns, and assures tight controls that prevent the development of the commercial bushmeat trade will be critical to addressing this threat.

28. Extractive industries. Large deposits of oil as well as some substantive mineral deposits have been discovered in Southern Sudan in the past decades. Some of the assigned concession areas overlap protected areas and the possibility of finding important oil or mining reserves in a national park or game reserve is therefore significant. The impact of oil exploration and drilling on the environment has been well documented from other wildlife or wilderness areas in the world and with it the consequences to the environment of oil spills, road developments, influx of workers and housing infrastructure and accompanying risks of environmental pollution and commercial hunting.

29. While zoning of concessions and protected areas may in some cases be able to avoid exploitation in ecologically sensitive areas, in others it is likely that strategies will need to be developed to minimize the negative impacts on the protected area network. The GoSS and MWCT can make sure that the consequences are minimized and that environmental impact assessments are made and followed through. There is also potential for securing oil revenues to finance the management of protected areas, particularly those directly impacted by the industry.

30. In the case of extractive industries, road developments, and other large projects, strategic PA planning and coordination is required so that important wildlife corridors or migratory routes are not cut or destroyed. It is therefore of great importance that the MWCT is represented on regional and state planning forums or boards and that it contributes to future land-use planning exercises. The land-use planning process currently underway in the Boma-Jonglei landscape with support from USAID and WCS is establishing a sound model to address these issues, which will provide a basis for developing lessons learned that can be replicated and integrated into PA and conservation management planning throughout Southern Sudan.

### **Conflict over natural resources:**

31. Competition and conflict over access to grazing areas and water, coupled with cattle raiding and theft of children are a direct threat to human livelihoods and the ability to develop land management programs. The presence of arms in the hands of pastoralists has turned traditional conflicts over access to these areas into armed conflicts, which result in instability and random killings that hinder the development of local communities and their ability to move safely in the landscape. Surveys have indicated that wildlife populations have survived and even thrived in areas between conflicting tribes, indicating the potential for creation of peace buffer zones.

32. Livestock competition with wildlife. Livestock grazing pressure and access to water in competition with wildlife are important factors that affect wildlife, livestock, local human communities and natural resource management. Dry season access to resources is a source of conflict between local tribes resulting in restricted access to some areas and ranging into more remote areas for grass and water, including penetrating deep into protected areas. These pastoralists and cattle come into contact with and compete with wildlife for these scarce dry season resources. As cattle populations increase there are greater pressures on wildlife.

### **Direct pressure on wildlife and natural resources**

33. Commercial poaching and the proliferation of firearms. Often commercial poaching and the proliferation of firearms go hand in hand. This is the case in Southern Sudan where as a result of decades of civil war automatic weapons are widespread in rural populations. Proliferation of firearms and cheap ammunition are a direct threat to wildlife and sustained peace. Arms are in the hands of civilians and often used for hunting of large mammals, including elephants. Species such as buffalo, zebra and hartebeest, which were still prolific in the early eighties, have nearly been wiped out by commercial poaching. Even traditional hunting is rapidly reaching unsustainable levels in some areas where wildlife populations have been depleted and human populations are increasing. Commercial bushmeat trade to urban centers has developed as road networks have been opened in the past few years (e.g. Juba-Bor road). The GoSS realizes the problem that firearms pose not only for national security but also for the existence of wildlife and is undertaking disarmament exercises. The GoSS declared a moratorium on all hunting in 2005 in order to allow wildlife populations to recover, however this ban is only enforced in a few selected areas due to the current lack of capacity to implement effective law enforcement.

34. Disease. Wildlife-livestock disease transmissions (bovine TB, rabies, etc.) are important factors that threaten wildlife, livestock, local human communities and natural resource management in the region. Understanding livestock-wildlife interaction is key to designing management interventions to reduce disease transmission. Ebola hemorrhagic fever is also a potential issue for wildlife and human health given the history of its occurrence in the area. The most recent outbreak was recorded in 2004 in the Yambio region.



## 1.5 Long-term solution and barriers to achieving the solution

35. The basic assumption behind this project is that if well managed, wildlife and protected areas can provide the cornerstone for natural resource management, contribute to sustainable livelihoods of local communities, and form the foundation for development of ecotourism in Southern Sudan.

36. The ideal, long-term solution for Protected Areas management in Southern Sudan would be *“An ecologically representative and connected network of protected areas, subject to efficient management arrangements suitable for the situation of Southern Sudan and adequately financed through multiple sources”*.

37. The partners in this project recognize that reaching this ideal situation will only be possible through long term engagement and a step-wise approach to systematically address threats and lift barriers. The purpose of the present project is therefore to set up the foundations that will enable GOSS to move towards this long term situation complementing the current investments and measures that the GOSS and its partners have already started putting in place.

### **Baseline situation and current measures:**

38. Since the signature of the Comprehensive Peace Agreement, the main priority of the GOSS has focused on recovery, the provision and development of basic infrastructure, accommodating returning refugees and initiating investments that generate a positive fiscal balance. Although the conservation and management of wildlife and natural resources has received GOSS’s attention, it is framed in this broader post-conflict and state building context. The GOSS has henceforth initiated a number of measures and investments to conserve its natural asset base, protect and manage wildlife sustainably and engage in conservation planning in such a way that it is embedded in national development.

39. At the end of the civil war in 2005, Southern Sudan lacked policy frameworks, implementation capacities and institutional clarity to enable movement towards effective wildlife management inside and outside protected areas. Much has been done in the past few years with the development of the Land Act (2009), the Environmental Protection Bill (2009), Wildlife and protected Area Policy (2008), the Tourism act and the Wildlife Act currently under revision. Review of the national capacity assessment results indicates that one of the main challenges is on the side of implementation of the legislation (see Annex III.)

40. The Wildlife Act (2003) is currently under revision by the MWCT with USAID and WCS support. The new act will include: definition of the various categories of protected areas; take into consideration user rights and procedures with communities, regulation of private sector activities (e.g. tourism); support the management and development of protected areas; clarify the responsibilities of various management authorities; classify species protection based on current status (lending more protection to vulnerable species; etc...). The new act is expected to be completed in 2010 and provide much needed guidance for the development of the sector.

41. The GOSS has created the institutional frameworks for conservation through the establishment of the Ministry of Wildlife Conservation and Tourism, as indicated in the institutional context above. Staff levels are very high and the MWCT has more than 14,000 staff, which consumes approximately 75% of the annual budget, leaving very little for development and operational costs. As with several other Ministries this is part of the post-conflict effort to demobilize former combatants. As a consequence, the MWCT has become more of a stagnant employer rather than a technical instrument and driving force for wildlife conservation. It should also be noted that the implementation and technical capacities are minimal, as described in the barrier analysis below.

42. At a technical level the GOSS requested WCS to undertake wildlife surveys to provide the factual basis for conservation planning. Aerial surveys were undertaken in 2007 and repeated in 2010 along the transects and lines set out in the earlier 1986 surveys. While these aerial surveys have confirmed the status of wildlife population and protected areas, more needs to be done to inform development and conservation planning and the management of wildlife and natural resources.

43. The majority of the GoSS funding allocated to the MWCT goes to support ex-combatants, leaving little for management activities. So far, the only source of funding for conservation has been budgetary allocations, supplemented by limited donor support. In March 2007 the MEWCT and Presidency of the GoSS signed formal cooperation agreements with WCS for the development of a long term strategic partnership for wildlife conservation and protected area management. To date, the support from USAID and WCS to the Boma-Jonglei Landscape is the only other significant conservation support in the region. While a great deal of funding from the international community is allocated to the region of Southern Sudan, the emphasis has mostly been given to reconstruction and humanitarian efforts.

44. A broad multi-stakeholder partnership for wildlife conservation and protected area management is under underway that includes the MWCT, WCS, USAID, and UNDP and other interested donors to support biodiversity conservation, wildlife management and sustainable community livelihood development. This initiative will be critical to provide a biodiversity overlay to development efforts and constitutes the framework within which the GEF intervention is conceptualized.

45. Boma, Bandingalo and Zeraf protected areas are currently receiving basic support from USAID and WCS to initiate the first steps in re-establishing effective management. There are currently no PA management plans, although the management plan of Boma Park is in the process of being written and a preliminary strategy for Bandingalo is under development, to guide management and set budget priorities.

46. The baseline context on which the GEF project is built is therefore rather limited and in that regard, the GEF investment can be considered as one of the first significant investments in conservation complementing the WCS/USAID funding.

### **Barriers**

47. The long-term vision proposed by this project would require to firstly reassess the present protected area network and where necessary to enlarge it to incorporate important migratory routes, wildlife corridors and newly identified important areas for biodiversity and secondly, to build the capacity of MWCT to manage protected areas over the long term, including through the exploration and initiation of measures to enable access to and deployment of conservation financing mechanisms.

48. Despite current measures undertaken by the GOSS and its partners, the achievement of the long term vision is hampered by immediate barriers that the GEF supported project will help lift. As an interim investment in the Southern Sudan's PA estate, this catalytic GEF project will help set Southern Sudan on track towards a long term strategy and system for PA management, with interventions being scaled up as management, planning and financial capacities grow.

49. There are several barriers that are currently impeding efforts to create a representative and effectively managed protected area network. Many of the barriers are a consequence of the long civil

war that has destabilized the south, stopped any development and led to a massive exodus of professional staff. These relate to inadequate:

- a. capacity at the systemic and institutional level (wildlife administration)
- b. operational and technical capacity (park management)
- c. effectively allocated and sustainably generated financial resources to fund protected area and wildlife management

#### Capacity deficits at the systemic and institutional level

50. It is generally agreed that the backbone of wildlife conservation in Southern Sudan is its network of protected areas. The protected area network at present incorporates a wide array of habitats and species but some important migratory routes, dispersal areas and wildlife corridors are not covered. Unless they are incorporated, several of these protected areas may become unviable in the future. There are also some habitats such as afro-montane and semi-arid zones that need to be incorporated into the protected area network so that it becomes fully representative of Southern Sudan's biodiversity. It is therefore critical to invest in applied research and build on the aerial surveys to generate finer results which will inform the development of a PA system plan. While wildlife and ecological information will be the core element for the development of this system plan, other parameters, such as social, land use, economic and demographic information will also be critical to ensure the system plan does not create tensions and conflicts and accounts for these other values. Similarly, investing in building the needed technical, operational and human capacities nationally within the MWCT will be a critical requirement to ensure implementation and regular updating of this PA system plan.

51. As indicated above, existing regulations for PA and wildlife management are outdated and need to be revised, while new regulations targeting productive sectors either need to incorporate conservation priorities or require the development of conservation-friendly operational guidelines and procedures. For instance, while the Tourism Policy (2009) is a welcome addition to the series of new policies, it will require the development of a complementary Tourism Act to provide guidance and catalyze development of the sector. It is indeed expected that, in line with tourism in Eastern Africa, tourism development will mostly thrive in and around PAs. However, few contacts have been made with legitimate private tourism operators and guidelines are urgently needed to regulate and catalyze the sector. Therefore, specific details on procedures for licensing and payments of tourism operations need to be defined. Clear guidelines need to be defined that ensure that tourism developments follow and respect the directives of management plans for the protected areas and maintain international standards in all aspects of operations. While tourism is one example, other policies related to extractive industry, water resources management, infrastructure and road development also create a potential threat or could be an opportunity to embed conservation prerogatives. Indeed the scramble for concessions by oil and mineral exploration companies, the development of large-scale agricultural schemes and the building of roads and infrastructure necessitates that the MWCT is actively involved and contributes to development and land-use planning exercises. While the MWCT needs to keep abreast of various land use developments and react in a pro-active manner to influence policies and concession allocation decisions. However, it does not currently have the structure, systems or the cadre that would enable it to effectively embrace this undertaking.

52. There are gaps, diverse policies, overlapping jurisdiction and incoherent legislation, which prevents a holistic approach to the management of wildlife, forests and water resources. To compound matters even more, Southern Sudan has been divided into ten states that may have certain rights to wildlife and the management of protected areas. As shown in the MWCT organogram in Figure 2 above, the State level Directors of Wildlife currently report to the MWCT Director General

for Wildlife. This linkage with the State Directorates helps to ensure that the MWCT has overall authority for wildlife and protected area management throughout Southern Sudan. As Southern Sudan develops in the coming years and States take on more authority it will be critical for the central authority of the MWCT to be maintained to ensure sound technical oversight of the sector or at least to create a negotiated and agreed governance framework which accounts for and incorporates conservation priorities.

53. Protected areas are often the only focus of development in some rural areas and as such provide much needed infrastructure, employment, income and health/social facilities where previously none had existed. The provision of land use rights and easements envisaged in the Land Act (2009) will provide a legal framework for clarifying and establishing community rights in relation to protected areas, wildlife, and potential community conservancies. Both private sector and local community stakeholders are seen as important partners in protected area development, wildlife conservation in buffer zones and tourism development. To date, there are no procedures and mechanisms established to engage with, consult and involve local communities in the designation and management of protected areas, neither for the generation of benefits for local communities or compensation for potential losses. Approaches for community based conservation partnerships are being developed in Boma and Bandingalo Parks by the MWCT and WCS will help inform the design of guidelines for replication in other protected area management scenarios in the region.

54. The institutional capacity of the MWCT and GOSS are particularly low in terms of capacity to implement policies and legislation, which are to be expected in a post-conflict situation (see Capacity Development Scorecard Annex III.). Institutional weaknesses serve as a significant barrier to effective wildlife conservation and for management of the protected area network overall. Capacities need to be strengthened considerably within the MWCT in order to make it much more efficient, pro-active and dynamic, which in turn will attract suitable professionals looking for a career in wildlife conservation.

55. While staff levels are very high within the MWCT, currently there is insufficient clarity for some positions in the MWCT due to a lack of job descriptions and no guidelines for a position's minimum qualifications. This has an effect on motivation, as careers and job advancement need to be based on a transparent system of performance evaluations and analysis. There are also several senior and middle management positions that remain vacant (and have been so for a while), which hinders the ability of the MWCT to function properly and exercise its mandate.

56. The years of conflict have led to a lack of trained personnel in natural resource management and biodiversity conservation. There is a critical need to build and greatly increase management capacity in order to be able to implement effective protection and management of South Sudan's protected area network and natural resource sectors. The recent incorporation of some 14,000 ex-soldiers and combatants into the Ministry of Wildlife Conservation and Tourism, many of who have very limited understanding of wildlife conservation, undermines effective wildlife conservation and protected area management. As a result of the massive incorporation of forces and inadequate administrative organization there is insufficient clarity in lines of responsibility and a need for clarification of terms of reference of senior officers as well as a well-designed job advancement system based on performance. Focused training targeting specific skills acquisition in relation to protected area and wildlife management is greatly needed. This is critical as many of the wildlife department personnel are recently demobilized soldiers (from SPLA and militias) and have had little or no professional wildlife conservation training.

57. Finally, the value of wildlife is often little understood at the state level and general public levels. Awareness needs to be raised regarding benefits and opportunities, particularly regarding how

effectively run protected areas contribute to regional security and how wildlife related employment can be an important source of revenue for local people. A structured and well thought out communications and outreach strategy therefore needs to be designed and implemented to overcome this awareness barrier and ultimately reduce threats on wildlife and the PA estate.

#### Operational and technical capacity for park management

58. Park management in Southern Sudan is inexistent. The limited protected area infrastructure that existed prior to 1983 has been destroyed by the civil war. While the MWCT is the custodian of all wildlife and protected areas in Southern Sudan, it does not have the processes, trained personnel, infrastructure (vehicles, offices), equipment or budget to manage the protected areas and wildlife. There is no prior practical prior experience in parks management to inform or build on for the design of GOSS level strategies, policies, guidelines and frameworks.

59. As indicated above, none of the existing protected areas has a management plan developed, let alone workplans, annual budgets, or any other type of guiding document.

60. The legal gazettelement of some protected areas has not been done (Boma and Bandingalo NPs for example) because of the civil war disruption. Several key protected areas still need to be properly gazetted and their boundaries described, located and demarcated to stop any infringement and legal ambiguities. From a conservation perspective, there is an opportunity to review PA boundaries to incorporate major ecological processes. Consultative processes with local stakeholders need to be undertaken in and around each of the protected areas to raise awareness regarding PA boundaries and community access needs and build support for management strategies.

61. Most protected areas lack road infrastructure and offices and housing for the wildlife forces. Some equipment and vehicles have been deployed but are still insufficient to properly manage the protected area, enforce regulation and engage with local stakeholders. As a consequence, commercial and organized poaching is rampant in several areas and in many cases threatens the very existence of the protected areas. Covering an area equivalent to the size of Georgia, in a total land mass equivalent to the size of Namibia, the sheer size of the Protected Areas Network is a challenge in and of its own. Effective enforcement of regulation and conservation is hampered by the lack of equipment, means of transport and infrastructure to enable PA staff deployment in the field. The use of information and communication technology to relay real time information in a cost effective manner is also lacking, and there is a potential for Southern Sudan's PA management approaches to leap frog by learning from the latest approach and adopting the latest technologies.

62. Rural populations and local communities are heavily armed and often hunt wildlife. Only limited awareness exists of the potential for sustainable wildlife conservation and the benefits of protecting wildlife and conservation areas. Traditional knowledge and values regarding wildlife conservation and management exist and persist in many rural areas. These traditional systems have been encroached by hunting with wide spread weapons distribution and by the changes during the turmoil of years of war (displaced peoples, international food aid, food insecurity). It is important that these historical traditional wildlife management principles and systems be recorded, reinforced, and integrated into the approaches adopted by the MWCT protected area strategies. Similarly, understanding the underlying social and economical reasons for encroachment should provide the basis for engaging in alternative income generating activities and sustainable use approaches that meet the needs of local communities and conservation priorities alike.

63. Tourism development is extremely limited at present although potential exists. Interventions are needed at site and system levels, in a mutually reinforcing manner. As indicated in paragraph 55

below, a tourism Act needs to be written to accompany the Tourism Policy and provide the guidelines and by-laws to regulate and promote the sector development. Insecurity is of course a major concern and protected areas must become reasonably safe for the development in this sector. At a site level, methods and processes for tourism development in balance with conservation priorities is needed. The private tourism sector will need to be engaged and encouraged to develop photographic tourism operations in the protected areas following management guidelines and appropriate international standards. Feedback loops and mechanisms for assessing the positive and negative impacts of tourism development and adjusting strategies need to be in place and tested for further replication across the PA system.

#### Lack of financial resources to fund protected area and wildlife management

64. Conservation challenges inherent in effectively managing the protected area network are compounded by a lack of awareness, particularly at the local level, regarding the values of wildlife, biodiversity conservation and the contribution that protected areas can make towards the regional and national economy. Awareness creation and environmental conservation education are currently lacking and need to be developed to help build conservation constituencies at local, state, and regional levels. Many educated Southern Sudanese are aware of the importance of wildlife to the economies of Kenya and Uganda. Therefore, those examples can form a basis for comparisons and to create a business case for the establishment and management of an effectively managed protected areas system in the Southern Sudan.

65. The Protected area financial scorecard assessment illustrates the currently nascent status of protected area financing in post-conflict Southern Sudan (score of 5%) (Financial Scorecard Annex III.). Given the lack of PA strategy, structure, institutions and capacities, funding for Southern Sudan's conservation work remains limited. Several opportunities for raising PA funds exist, which have not been explored as yet and the economic and financial values of the PA network and individual ecosystems has yet to be defined.

66. The basics are lacking, there are no systems, structures, approaches, assessments or capacities to start identifying and generating the financial resources required for PA management. Budgetary allocations are currently focused on the integrated ex-combatants, and staff absorbs over 70% of available resources to MWCT. A system-wide business plan, which encompasses all financial needs and allocation is needed to guide both budgetary allocations and resource mobilization.

67. At site levels, just as there are no management plans, there are also no business plans developed for individual parks, neither is there the capacity within MWCTs structure to engage in such an undertaking.

68. With extractive industry being the most prominent productive sector, notably in and around protected areas, proactive engagement is needed. While the need for regulatory frameworks and guidelines has been identified at the systemic level, this sector needs to be engaged with more specifically from a conservation finance perspective. Indeed current contracts, easement agreements and concessions have not been designed with a conservation lens, impact assessment hierarchy not been applied and potential conflict with conservation priorities not been assessed. Financing opportunities from the extractive industry sector need to be explored such as conservation easements from the thriving extractive industry in the country. At this stage it is difficult to capitalize on such potential sources as Southern Sudan lacks the strategic guidance and framework for PA financing and modalities for engaging private entities. In this regard, pilots have not been tested to provide the basis for further deployment of collaborative mechanisms with the extractive industry.

## 1.6 Stakeholder and baseline analysis

69. The Ministry of Wildlife Conservation and Tourism will be the responsible GoSS Ministry for overseeing this project. The project will be executed and implemented by WCS in cooperation with the MWCT. The MWCT and WCS will work closely with Ministries (particularly those concerned with natural resource management and influencing protected area management), State Governments and local community representatives. The project will collaborate where appropriate with local NGOs, the University of Juba and the private tourism sector. The project focuses on two levels of intervention. The first, working with the MWCT's central institutions and agencies in order to strengthen their capacity to conserve wildlife and manage protected areas and to align project activities with Government strategic priorities. Secondly, to work at the site level of the four target protected areas to enhance management and work with State Governments, communities, concerned private sector entities, development partners and others to minimize negative impacts and enhance protected area management effectiveness and benefits to local community stakeholders. The project activities and administration will integrate with and be undertaken in complete synergy and complement with the current framework of the USAID supported program undertaken by WCS in cooperation with the GoSS. Table 2 summarizes the key stakeholders, their anticipated roles and responsibilities.

**Table 2. Key Stakeholders Involved in the Project**

<b>Stakeholder</b>	<b>Roles and Responsibilities</b>
Ministry of Wildlife Conservation and Tourism	The MWCT will be the lead GoSS institution overseeing this project and a major implementing partner. At the systemic and institutional level, it will actively participate in the implementation of the project, including any legal and institutional reform process. At the park management level, it will implement activities, which will improve park management and infrastructure development. It will work closely with targeted communities and potential tourism operators. At the individual level, it will identify staff to participate in project supported trainings and capacity development. It will facilitate the proclamation and gazettement of new protected areas. The MWCT will chair the project steering committee and most local working groups.
MWCT-Tourism Department	The Tourism Department of the Ministry of Wildlife Conservation and Tourism will be involved in this project in developing pilot tourism programs in selected protected areas. The Tourism Department will, together with selected tourism experts mobilized by the project, develop tourism marketing products and preliminary packages for selected protected areas. The project will support the writing of the Tourism Act, which will include specific guidelines for private sector operations, licensing, entry fee and user fee structures, benefits sharing mechanisms with local communities, and strategies for development of tourism infrastructure in selected protected areas in strict compliance with the protected area management strategy/plans.
Ministry of Housing, Physical Planning and Environment	The Ministry of Housing, Physical Planning and Environment will be a project partner in relation to environmental concerns, including wetlands (especially as regards the Zeraf GR which covers a large part of the Sudd wetlands). The MHPE is also responsible for EIAs, the drafting of a South Sudan Environmental Policy that includes aspects of wildlife and tourism, energy and mining, forestry and livestock, and has proposed to develop a Biodiversity Action Plan for South Sudan. The Ministry will lead the preparation of environmental guidelines for industry, initiate legislative and regulatory reforms, as well as coordinate environmental concerns with other Ministries and State Government authorities. The MHPPE will have steering committee membership as an observer.
Ministry of Energy, Industry and Mining	The Ministry of Energy, Industry and Mining is an important partner as it is the chief regulator of the mining and oil industry. Several oil and mining

Stakeholder	Roles and Responsibilities
	concessions have been designated within or adjacent to protected areas and exploration activities are being undertaken in some areas. If large deposits are found then extraction could have a severe impact on the surrounding environment with its wildlife, water, soils and vegetation. Environmental assessments need to be undertaken and where possible, exploitation in protected areas avoided. Where not possible strict mitigation and rehabilitation measures should be designed and implemented. Environmental agreements that include impact assessments, rehabilitation and amelioration measures need to be clearly spelt out. The MEIM will have steering committee membership as an observer.
Ministry of Legal Affairs and Constitutional Development	The Ministry of Legal Affairs is an important partner as it will be the Ministry that provides legal support for the creation of new protected areas, formal adoption of management plans, and the development and revisions of wildlife laws and policies where necessary. It will be represented in the project steering committee as an observer.
Southern Sudan Land Commission	The Southern Sudan Land Commission is charged with the development of land policies and land laws. It also provides an important function mediating and arbitrating land disputes. The project will work closely with the Land Commission when it comes to establishing community based wildlife conservation initiatives and will seek to generate direct benefits from wildlife tourism and the creation of employment opportunities.
Natural Resource Management Group	The Natural Resource Management Group of the GoSS is charged with the integration of environmental conservation and sustainable use principles in all aspects of natural resource management in Southern Sudan. It is composed of the MWCT, Ministry of Water and Irrigation, MARF, MAF, MEIM, MHPE, and the Land Commission. The NRMG will be involved with this project on particular aspects of addressing cross-cutting issues, such as oil concessions in protected areas. It would also be the appropriate GoSS mechanisms to host the creation of a carbon sequestration working group. Further consultations should confirm this. Selected Ministries of the NRMG will participate in the project steering committee with observer status.
State Governments (Central and Eastern Equatoria, Bahr el Ghazal, Jonglei, Werra, Western Equatoria, Upper Nile)	The project will work closely with State government authorities concerned with the four targeted protected areas. This will take place through involvement in site based coordination committees. Particularly important will be the design and management planning of protected areas, linking up protected areas with wildlife corridors and initiating community wildlife conservation and development projects.
Community Representatives	Community representatives and members of communities affected by protected areas are important stakeholders in the project. The project will engage key community representatives at the local level through consultation processes, and in the development of site based coordination mechanisms. Communities particularly affected by protected areas and wildlife will be engaged in developing agreements and partnerships for wildlife management in accordance to community priorities and principles of wildlife conservation. Based on the results of consultations and socio-economic surveys, proposals will be developed and efforts made to mobilize development funding (outside of the GEF budget) to assist local communities with environmentally sound livelihoods projects in the periphery of the protected areas. The project may then provide specific technical support and guidance for the implementation of these schemes. Community representatives will be asked to participate in site based coordination committees.
Tourism operators and investors	Private investors and tourism operators are important partners in tourism development and the establishment of tourism enterprises in protected areas as well as in the major towns of Southern Sudan. The MWCT and project partners will seek to identify, screen, and select credible private tourism operators to develop tourism activities in selected protected areas. Tourism operators will be



Stakeholder	Roles and Responsibilities
	engaged through a working group on tourism with the GoSS including members of the Southern Sudan Investment Authority.
Oil and Mining Companies	Oil and mining companies holding concessions in proximity of or overlapping protected areas will be engaged by the project to develop a dialogue to address the problems. Companies concerned include Total, Petronas, H oil. The project will work with the companies to develop strategies to resolve conflicts (e.g. conservation easements and no-go zones) and activities (funded by private sector) to ensure that environmental and social impacts are minimized and that the industrial sector contributes constructively to wildlife conservation, protected area management, and to sustainable development for local communities.
University of Juba	The College of Natural Resources at the University of Juba provides a four-year degree in wildlife management and staff members may be able to provide specialist and technical inputs into different project activities. Students from the College may in some cases, also be assigned various tasks undertaking scientific surveys as part of their University training.
National and Local Press	The project will from time to time work together with the national and local press to raise awareness regarding the objectives of the project, progress made and benefits of wildlife conservation to the nation as well as to local communities.
Wildlife Conservation Society	The Wildlife Conservation Society will be the executing partner working in cooperation with the MWCT. WCS will be responsible for sound administration, all financial management, contracting and reporting for the project. WCS will actively work with the MWCT in all aspects of the project, including in the design, development and management of the four protected areas as well as work with its partners to collect the necessary information from aerial surveys, socio-economic surveys, applied research and land-use data to inform the management planning for the Parks and extensions. This project will integrate with the ongoing conservation partnership in place in Southern Sudan. WCS will provide the project director who is responsible to the project steering committee and coordinates the implementation of the various conservation activities. WCS will also be involved in the production of management plans, training exercises and identification of community partnerships. The WCS will be represented on most local working groups and help design and implement other project activities such as awareness education, tourism development, business plan guidelines and financing options. In addition to protected area and wildlife experts and community conservation leaders, WCS will provide various experts in Conservation Finance and Carbon Sequestration, Conservation Planning, etc. WCS in its capacity as a donor will be represented in the project steering committee.
USAID	The Government of the United States has made support to wildlife conservation and protected area management in Southern Sudan a top priority. USAID Sudan and WCS are working together in cooperation with the Government of Southern Sudan to support this important new initiative to put in place the necessary policies, practices and constituencies to sustainably manage the natural resources, conserve the biodiversity of the Boma-Jonglei landscape (located within the Jonglei, Eastern Equatoria, and Central Equatoria States), and secure the livelihoods of local people. USAID will help ensure coordination and support for the project in complete synergy with the Boma-Jonglei landscape program. It will promote synergies and collaboration between the project and donor funded development projects. USAID in its capacity as a donor will be represented in the project steering committee.
UNDP/Southern Sudan	As the GEF implementing agency, the primary role of UNDP is oversight and supervision with a view of the integrity of the project, technical backstopping towards adaptive management and the routine and independent evaluation of the

Stakeholder	Roles and Responsibilities
	<p>project and its achievement. Additional roles and responsibilities of UNDP/Southern Sudan will be to ensure development of synergies and collaboration between the project and humanitarian, security, and development initiatives in the region. It will be represented on the project steering and project coordinating committees. As needed it will assist in the hosting of project meetings. It will contribute with the project partners to establish an effective network between project stakeholders, specialized international organizations and the donor community. UNDP will be represented in the project steering committee.</p>

**1.7 Project justification and expected value added by GEF funding**

70. As described in part 1.1 above, Southern Sudan possesses one of the most diverse mammal and avian faunas in Africa due to a broad diversity of habitats ranging from lowland forests to semi-arid scrub and from grass covered plains to afro-montane meadows and forests. The country harbors one of East Africa’s most spectacular and important wildlife populations.

71. If effectively conserved and managed, wildlife and protected areas can provide the cornerstone for natural resource management, enhance regional cooperation through trans-boundary parks, contribute to sustainable livelihoods of local communities, create local employment opportunities and form the foundation for ecotourism development. It should also be pointed out that well administered and efficiently managed protected areas contribute significantly to local and regional security. Therefore, the ideal long-term objective for protected area management in Southern Sudan would be *“to establish an ecologically representative and connected network of protected areas, subject to efficient and sustainable management systems and adequately financed through a variety of means”*. However, the achievement of this long-term vision is hampered by some immediate barriers, which the GEF supported project will help overcome. As an interim investment in Southern Sudan’s protected area estate, this catalytic GEF project will help set Southern Sudan on track towards a long term strategy and system for protected area management, with interventions being scaled up as management, planning and financial capacities grow.

72. As indicated above, the current status of conservation planning and management in the Southern Sudan is overshadowed by the priority for providing for basic needs and infrastructure in a post-conflict setting. This is a timely moment for GEF investment in that (i) there is an opportunity to influence development planning for the integration of conservation prerogatives; (ii) there is an opportunity to bring in global experiences and lessons into the development of the PA system in the Southern Sudan; (iii) GEF financing often receives high profile at country level, and the provision of GEF financing at this critical stage in time will help build a strong case and advocate for conservation.

73. In order to curb and reduce the impact of these threats on wildlife and biodiversity, two simultaneous approaches have been adopted by the GOSS: (i) to enhance the integration of environmental considerations and landscape management in its broader policy frameworks therefore providing for an overall improvement in natural resource management; (ii) to establish a network of well managed protected areas therefore securing the minimum requirements for species survival and containing the threats mentioned above on critical ecosystems. These two approaches are intertwined and complementary, and the GOSS is engaging in an international partnership for both; the GEF support is requested solely for the PA network.

74. It is recognized that the proposed GEF intervention will be of a basic and catalytic nature: it will help lay the foundations for conservation and PA management in the Southern Sudan in a

context where, as shown by the METT, financial and capacity assessment scorecards, systems, capacities and infrastructure are minimal.

75. The GEF intervention is articulated at two different levels. Firstly, at the central level providing benefits to the overall system of the MWCT and secondly, at the site level focused interventions that will test and demonstrate the viability of suggested approaches and protect biodiversity at four key sites. Specifically, it will develop institutional capacity and infrastructure to support protected area management.

76. The global benefits of this project include the protection of one of the world's largest land mammal migrations, the vast Sudd wetland, and the largest intact savanna in East Africa. Protected areas encompassing some 85,000 km<sup>2</sup> of significant habitats will be protected from degradation and loss. The Sudd wetland provides essential ecosystem services and significant carbon reservoirs are contained in the vast reaches of the protected areas. Two endemic antelope species (Nile lechwe and White-eared kob) and several hundred bird species, including the most important stronghold for shoebill in the world reside in the target areas. Important elephant populations that had previously been listed by IUCN as nearing local extirpation will be protected. These benefits will be measurable through land cover mapping and monitoring of changes and surveys and estimates of key wildlife populations.

77. The GEF supported project will strengthen the following aspects: 1) the legal and participative mechanisms to enlarge and effectively manage the protected area network and to mobilize the necessary investments to manage four key protected areas, 2) the institutional and human resource capacity to establish and maintain effective park management and 3) the cost-effectiveness of protected area management by improving operational capacity, identifying and encouraging investments and addressing and limiting threats at the site level. The protected area management approaches developed will involve a variety of stakeholders, which will include Government Ministries, local and State Governments, community representatives, private investor entities, local NGO's, international NGOs, and multi-lateral donors. It will also contribute to the mainstreaming of wildlife conservation and protected area management in overall land-use planning and development objectives of Southern Sudan.

## **PART II: Strategy**

### **2.1 Project rationale and policy conformity**

78. The project addresses the first Strategic Objective in the GEF Biodiversity Focal Area: *Strengthening National Systems of Protected Areas* and meets the eligibility criteria under Strategic Program 3: *Strengthening Terrestrial PA Systems*. The project will contribute to this strategic objective by establishing a core network of protected areas covering an estimated 68,000 km<sup>2</sup> of globally important habitat supporting one of the largest land mammal migrations on earth. Southern Sudan currently has very limited functioning protected area network as a result of the long civil war. Securing the four protected areas (Zeraf, Bandingalo, Southern, and Boma) through improving the ground management effectiveness will expand the PA coverage under effective management from 20,000 km<sup>2</sup> (Boma Park) to 68,000 km<sup>2</sup>. The project will strengthen the capacity of the GoSS and the MWCT at the site and central levels and consolidate the legal, planning and institutional framework providing the foundation for biodiversity conservation and overall protected area network management in the Southern Sudan. This is expected to enable GoSS to take the necessary

steps towards an expanded protected areas network strategy and begin to implement it through government-private sector-NGO-community partnerships. Progress will also be made on steps toward sustainable financing of protected area systems through public and private partnerships and financing, as capacity increases.

79. The project will contribute to the GEF indicators as shown in Table 3 below.

**Table 3. Project Contribution to GEF Indicators**

<b>GEF Strategic Program</b>	<b>Expected Outcomes</b>	<b>GEF Indicators</b>	<b>Project Contribution to GEF Indicators</b>
Terrestrial Protected Areas Strengthened	<ol style="list-style-type: none"> <li>Improved ecosystem coverage of under-represented terrestrial ecosystems areas</li> <li>Improved management of terrestrial protected areas</li> </ol>	<ol style="list-style-type: none"> <li>Terrestrial ecosystem coverage in national protected area system</li> <li>Protected area management effectiveness as measured by individual protected area scorecards</li> </ol>	<ol style="list-style-type: none"> <li>Effective Terrestrial protected area coverage increased from a baseline of 20,000 km<sup>2</sup> (Boma Park -under improved management with USAID/WCS support initiated in 2008) to est. 68,000 km<sup>2</sup> at end of project</li> <li>Management Effectiveness Tracking Tools (METT) increase from a baseline of 24-26% (3 of the 4 sites) and 41% (Boma Park) to &gt;40 % for three sites and &gt;50% (Boma) at end of project.</li> <li>Financial Sustainability Scorecard increases from 5% to &gt;20% at end of project</li> <li>Capacity Development Scorecard increases from a baseline category average of 42, 39, 32 % to 52, 50, 43 % for institutional, systemic and individual capacity scores respectively</li> </ol>

## 2.2 Country ownership: country drivenness and eligibility

80. The project is consistent and helps to meet national priorities and development plans. The GoSS Vision document “Transition from War to Peace” published in 2005 provides the major rationale for a long-term strategy for the South in relation to wildlife and environmental management. On April 10th 2006, the President of the GoSS, H.E. Lt. General Salva Kiir Mayardit declared the following in a policy statement delivered at the opening of the second session of the Southern Sudan legislative assembly in Juba:

*“Our Wildlife (fauna and flora) is a national natural wealth and heritage that should be preserved, protected, propagated, managed and utilized sustainably for the present and future generations of Southern Sudan. In this regard, the newly created and expanded Ministry of Environment, Wildlife Conservation and Tourism is charged with ensuring that the environment of Southern Sudan is protected against harmful human activities, wildfires, waste deposits, water pollution and any natural hazards. It is assigned the responsibility to develop the designated parks and game reserves for the protection of endangered and rare species of our wild animals. The intention is to make Southern Sudan an environmentally friendly place for both humans and animals ...”*

The President went on to cite the urgent need for the development of wildlife protection efforts, development and rehabilitation of Park infrastructures, education and awareness campaigns, trans-boundary conservation and protection of wildlife, encouragement of the public and private sectors to invest in tourism.

81. The Wildlife and Protected Area Policy (2008) of Southern Sudan defines the overall wildlife and protected area objectives and broad strategies for the Ministry of Wildlife Conservation and Tourism. The policy statements include some 26 objectives and strategies to achieving those objectives. The project is consistent with the policy objectives by directly contributing to half of these objectives, namely: the preparation of protected area management plans, the formulation of policy and guidelines for community wildlife utilization schemes, the sharing of benefits from protected areas and wildlife conservation, creating awareness of wildlife values, the establishment of trans-boundary protected areas, the provision of adequate infrastructure and equipment for protected areas, the development of a comprehensive monitoring unit, the development of human resources and capacity building, the integration of wildlife management into community development plans and poverty reduction programmes, the development of tourism, the involvement in land-use planning for areas outside protected areas, the promotion of wildlife related investments and the establishment of community conservation programmes.

82. The project also contributes specifically towards the Southern Sudan Environment Policy (2009), particularly regarding the application of regulations for EIAs and guidelines to govern extractive industry procedures, which will be supported by the project through field application and cases addressed in relation to particular protected area management. The policy also sets out guidelines for the environmentally sound conduct of tourism activities. The project will develop pilot tourism activities with the private sector and community sector for the benefit of all concerned. Furthermore, as recognized and required by the policy document, the basis for tourism development is the proper management of protected areas and the development of adequate infrastructure, wildlife law enforcement, and community extension work.

83. Amongst other international conventions, the Sudan has signed and ratified the Convention on Biological Diversity (CBD) and the Ramsar Convention. The GoSS has strongly supported these ratifications. The GoSS is therefore committed to increase and improve the management of its protected area network and to conserve the wetlands of international importance located in the Sudd. The programme of work on protected areas that emanates from the CBD, identified the following priorities:

- a. integration of communities and the private sector into wildlife conservation and management
- b. capacity building for establishing and managing protected areas
- c. institutional support, training and monitoring
- d. financial mechanisms supporting protected area management and wildlife conservation
- e. identification of additional wildlife populations and habitats for inclusion into the protected area network
- f. streamlining of current policies and laws for optimal protection and conservation of natural resources
- g. conducting wildlife and biodiversity surveys.

As such, the project objectives fit well with the above mentioned goals and address many of the key issues identified by the GoSS as well as those under the Convention on Biological Diversity.

84. The project objectives are in accordance to the United Nations Development Assistance Framework (UNDAF) for Sudan (2009-2012) which focuses on five key results areas: 1) sustained peace and stability, 2) sustainable economic development, 3) expanded basic service, 4) strengthened public accountability, good governance and the rule of law and 5) strengthened social fabric. The progress towards these results will be supported by the project through:

- a. protected area management will contribute directly to improving peace and stability by providing surveillance, security and law enforcement in and around protected areas
- b. wildlife conservation and natural resource management can contribute to sustainable economic development in rural areas by providing revenue and creating employment opportunities for local communities. More importantly, effectively managed protected areas help secure the provisioning and regulating services upon which local livelihoods still depend heavily in the Southern Sudan.
- c. protected area management includes, but is not limited to, building roads and creation of social, education and health infrastructures adjacent to protected areas for those communities directly affected by the protected areas. While the funding under this project is insufficient to address these components, plans will be developed and additional funding sought from other donors to help meet these needs in an environmentally sound manner
- d. the training and improved organization of the MWCT will contribute to improved performance, accountability and good governance. The processes of participatory planning and management of protected areas will contribute – through a natural resources lens – to enhancing local participation and accountability of state institutions.
- e. the integration of communities and especially of women’s groups with wildlife conservation and protected area management initiatives will strengthen the social and cultural fabric of communities living in rural areas, who depend on the use of natural resources for their livelihoods.

85. The UNDP Country Programme for Sudan (2009-2012) aims to help realize the National Strategic Plan for the timely achievement of the Millennium Development Goals (MDGs). UNDP, as a lead agency in the recovery and development of the Southern Sudan, promotes the coordination, efficiency and effectiveness of development assistance. Three key programme areas have been identified for 2009-2012 as: 1) poverty reduction and achievements of MDGs, 2) democratic governance and 3) crisis prevention and recovery. The project will help in achieving these goals by taking the first steps in making protected areas financially viable and contributing in a variety of ways to poverty reduction through employment and revenue generating opportunities for local communities as well as enhanced revenue generation and financial management at the PA estate level, managed by the respective mandated institutions. Albeit focused on PAs, this initiative is a step forward towards the diversification of economic sectors and revenues for the GOSS. Through the inclusion of community representatives in protected area and wildlife conservation consultation processes and coordination mechanisms, the project will enhance democratic governance and accountability. The rehabilitation of protected areas and the conservation of important (and in some cases vital) natural resources, the project will contribute significantly to crisis prevention and recovery of rural areas especially where people depend on natural resources for their livelihoods. It should be noted that in its implementation and execution, the project will adopt conflict sensitive approaches which have been tested and tried both by UNDP and WCS in other instances, in particular in Africa.

86. In addition, it will be important to link to the Demobilization, Disarmament and Reintegration (DDR) of former combatants and special groups, and the promotion of community

security and arms control. The objective of the DDR process as a whole is to contribute to creating an enabling environment for human security, and to support post-peace-agreement social stabilization across the Sudan, particularly in war affected areas. The process of retraining former combatants as MWCT rangers (amounting to nearly 14,000 personnel) is an integral part of this process.

### 2.3 Project objective, outcomes and outputs/activities

#### Overarching principles

87. The design phase of the project, and in particular the diverse assessments undertaken, has brought to the fore the extremely basic level of capacity in terms of PA management at all levels. More specifically, the lack of prior experience in parks management is overwhelming, so is the status of engagement in protected areas financing aspects.

88. Based on this recognition, the following principles for designing the project strategy have been determined as providing the most meaningful way to deliver the project's objective:

- 1) *Providing proof of concept*: The GOSS lacks any experience in parks management, it is for this reason that on-the ground testing and implementation will form a key focus of this project in order to provide proof of concept. This will be undertaken in four key parks which together represent more than 80% of the PA estate in the Southern Sudan.
- 2) *Establishing the basics*: In light of the lack of capacities and prior experiences, the project will support the GOSS and in particular MWCT to establish the basics in terms of PA management both at site and systems levels. This will be undertaken with a view towards the long-term solution, but also adjusted to the current absorptive capacities.
- 3) *Focusing on training and transmission of experience*: The fact that the GOSS is embarking in PA management and conservation following long years of conflict and break-down in capacities, the opportunity to exchange and transfer experiences with other neighboring countries and to bring to the Southern Sudan global knowledge in PA management will be emphasized. Not only will this help the GOSS leap frog but also it will reduce the overall cost on the GOSS and the global communities for conserving this unique biodiversity.
- 4) *Facilitating adaptive management and iterative processes*: as the GOSS and its partners embark on parks management and conservation, the project will foster an adaptive approach, adjusting its strategy and informing it with the results of assessments, pilots and test cases. The evolving general environment in the Southern Sudan will no doubt also influence the way the project is implemented and this is recognized and incorporated into this principle.

89. The project **goal** is to *conserve the globally significant biodiversity of Southern Sudan and support the transition towards the long term solution* “

90. The project **objective** is to *secure the foundation for biodiversity conservation in the post conflict development of Southern Sudan through enhanced management effectiveness of the protected areas estate.*

91. The first component of the project will build and expand the institutional capacity of the MWCT to undertake its mandate of protected area management and wildlife conservation for the protected area network of Southern Sudan. This component will include the training of a cadre of wildlife conservation and tourism personnel, management planning and monitoring of protected

areas, design of a protected area network encompassing critical ecosystems, enhanced administrative and technical capacity of the central MWCT to support key PA sites, and the review of policies and laws related to wildlife conservation, protected area management, and tourism.

92. The first component will concentrate on building and rehabilitating basic park infrastructure in four critical protected areas (Southern NP, Zeraf GR, Boma NP and Bandingalo NP) in complement to USAID funding, thereby laying the foundations for conservation and protected area management in Southern Sudan. A multi-faceted approach will be taken to protected area management, with emphasis on local community participation and partnerships. Management approaches will be designed and undertaken as appropriate, based on scientific surveys and the results of consultations with stakeholders. Local NGOs, community organizations, university partners and experts will be involved in the project with emphasis on building capacity and long-term technical support for protected area management. Strategies to address the growing threats will be developed from an integrated protected area management perspective and partnerships explored and piloted with local communities, civil society organizations, and potential private industry partners. A participatory approach to strategy development will be undertaken involving local communities and community based organizations including participatory mapping of community use areas, priorities for natural resource management and wildlife conservation, review of traditional land use systems, and assessment of local community needs and priorities for natural resource management. Protected area staff will be trained, equipped and supported in initiating management operations, particularly wildlife law enforcement, towards improved management covering an initial 68,000 km<sup>2</sup>.

93. The third component of the project will focus on sustainable financing of the protected area network and wildlife conservation in Southern Sudan. This will entail firstly, identifying the financial needs, sources and options to sustain an effectively managed PA network in Southern Sudan, including an analysis of the existing and potential GoSS contribution to the budget and secondly, initiating a process towards the diversification of funding sources for PA management both at site and systemic levels. The first step of the process will be to undertake a study of the overall potential sustainable financing mechanisms to be accessed and developed in Southern Sudan (carbon sequestration (REDD), PES, trust fund establishment, conservation easements, debt swaps, ecotourism, etc...). The involvement of the tourism sector, particularly through ecotourism will be structured by building on pilot ecotourism programs that contribute to local economic development and the safeguarding of biodiversity.

94. Activities under these three components will focus at two levels of intervention. One at the central level where the institutional capacity of the MWCT will be strengthened to conserve wildlife and manage protected areas and secondly, at the site level, which targets improving the management of the protected areas in partnership with local stakeholders.

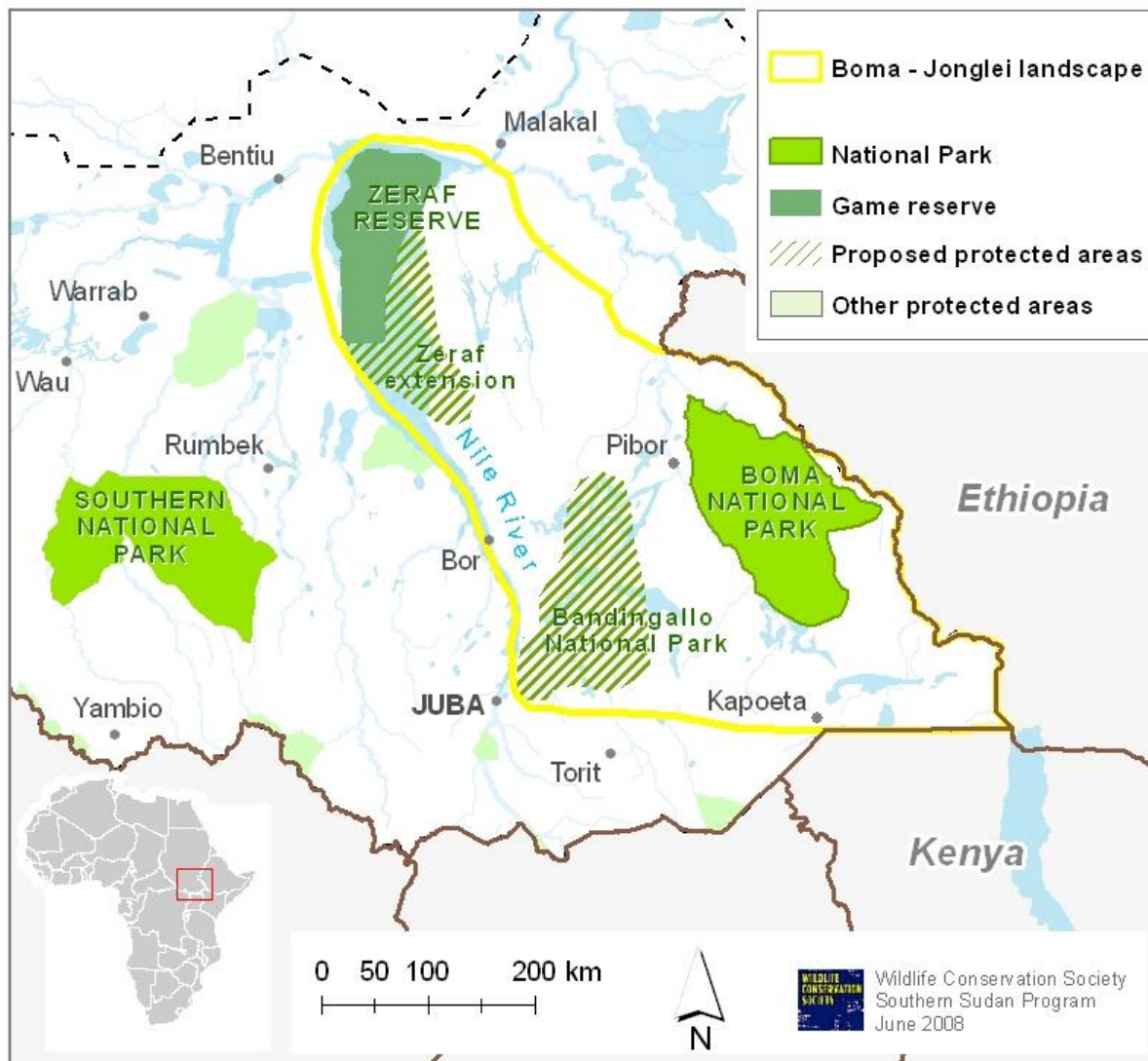
95. In line with the principles set out above and with the complete lack of experience and expertise in PA management in the Southern Sudan, 4 sites have been retained which will be supported by the project and provide the proof of concept, lessons and bottom up approach that is needed to inform the shaping of national policies.

96. The four protected areas in Southern Sudan targeted for support by this project are Southern National Park, Zeraf Reserve, Bandingalo National Park, and Boma National Park (Figure 3 below). These four areas were selected on the following criteria: (1) they represent the largest intact blocks of more-or-less pristine habitat that can viably be protected in the long term (2) they cover the key unique habitats of Southern Sudan, including the Sudd wetland area and representative savanna/ woodland habitats that contain the majority of the remaining large mammals and endemic wildlife species (3) they harbor wildlife populations which have long term potential for recovery and



conservation including the great antelope migrations, endangered elephant populations, key species such as Giant Eland and Nile Lechwe and (4) fall under different national classification and IUCN categories thus enabling the generation of lessons for each one of these. In the case of Zeraf GR and Bandingalo NP, potential extensions have been identified through recent surveys by WCS and MWCT, including the extension of Zeraf southwards and in the case of Bandingalo, an extension northwards and the amalgamation of the previous Mongalla GR and the Badingaru GR into the new national park.

**Figure 3. Protected Areas Targeted for Support**



97. The section below provides detailed information on the expected outcomes and outputs, a descriptive narrative of the approach which will be adopted and an indication of the resources which will be allocated. These details are provided in a tabular form in the Results and Resources Framework, Outcome/Output/Activity table, and Total Budget and Workplan under Part III below.

## 2.4 Project indicators

98. The project objective and outcome indicators and end of project targets have been collated in the below 4. While they provide the guiding basis for the monitoring framework and evaluation of the project, they will be continuously reassessed and adjusted in view of feasibility, cost and local capacities. This will be undertaken in the spirit of adaptive management, and in response to emerging conditions and circumstances. The results and indicator framework of the project have been vetted through consultative processes and a validation workshop during the preparatory phase and will be further subject to scrutiny and approval during the inception workshop of the implementation of the project.

99. Recognizing that the project is of a foundational nature – i.e. is the first structured approach to PA management in the Southern Sudan and aims at setting structures and systems in place – a few impact indicators at objective and outcome level have been retained, with a strong focus remaining on process indicators. These are based on the assumption that adequate processes instated at the intermediate level (project lifetime within the broader timeframe required for PA management) will deliver global and national conservation impacts on the long-run.

**Table 4. Summary of Project Objective, Outcome Indicators and Targets**

Objective/ Outcome	Indicator	Baseline	Target at End of Project
<b>Objective</b> <i>Secure the foundation for biodiversity conservation in the post conflict development of Southern Sudan through enhanced management effectiveness of the protected areas estate</i>	Protected area network coverage (ha) and PA area under improved management as a result of project activities in the Southern Sudan	8,504,500 ha total PA coverage (on paper) and 2,000,000 ha PA under improved management	8,854,500 ha total PA coverage and 6,800,000 ha PA under improved management
	Financial sustainability score (%) for PAs	5%	>20%
	Capacity development indicator score (%) for PA network: Systemic Institutional Individual	39% 42% 32%	50% 52% 43%
	METT scores for the four key PA's Southern NP Zeraf GR Badingilo NP Boma NP	24% 25% 26% 41%	>40% >40% >40% >50%
<b>Outcome 1</b> <i>Capacity building for protected area management improved</i>	Encroachment of PA estate reduced	Significant encroachment rates in several key PAs and key wildlife corridors	Strategies to address encroachment designed and implemented and encroachment rates reduced
	Protected area network strategic plan adopted and implemented (conforming to IUCN criteria and wildlife requirements)	No plan exists	Plan adopted and in place.
	Policy regulations necessary for guidance of PA network management.	*Wildlife Policy drafted and awaiting adoption *Wildlife Law under revision drafted *Tourism Policy drafted and	*Wildlife and Tourism Policies adopted *Wildlife law revised and adopted *Tourism law designed and

Objective/ Outcome	Indicator	Baseline	Target at End of Project
		awaiting adoption	adopted
	Percentage of staffing with competencies and skills matching position requirements and with clear job description.	< 5%	> 25%
<b>Outcome 2</b> Site management of four key protected areas strengthened	Levels of illegal hunting of key and endangered wildlife species in target PAs	Significant commercial poaching occurring in each of the four PAs	Poaching levels reduced by 50% for key and endangered wildlife species below baseline levels at project start
	Number of management plans and preliminary management strategies	Boma management plan drafting underway	- Boma and Badingilo management plans adopted implementation underway - Zeraf and Southern preliminary management strategies adopted and implementation underway
	Boma and Badingilo NP gazetted Zeraf GR extended Percentage of boundaries of the 4 PAs demarcated	Boma boundaries proposed in early 1980s. Badingilo boundaries proposed in 1980s. No PA boundaries demarcated.	All PA boundaries demarcated, including Zeraf extension.
	Number of km patrolled (and associated catch per unit effort and encounter rate data) by wildlife forces and coverage by aerial patrols		
	Number of times PA authorities meet with stakeholders at local levels	Occasional at Boma None at other sites	Coordination mechanisms establish and meet regularly
	Number of partnership agreements between PA adjacent local communities and PA management	0	2
<b>Outcome 3</b> Sustainable financing options for protected areas initiated	Number of sustainable financing mechanisms identified and designed	0	3 as part of overall strategy outline
	Number of business plans developed for the 4 targeted areas	0	4
	Total operational budget (including HR and capital budget) allocation (US\$) for protected area management	40 million US\$	Increasing with significant allocations to PA management
	Number of private sector actors participating in partnerships	0	2
	Number of sustainable financing mechanisms identified and designed	0	3 as part of overall strategy outline

## 2.5 Project risks

100. A number of risks have been identified which may prevent or hinder the project from achieving its objectives and the necessary measures that will be taken to eliminate or reduce those risks, which are presented in Table 5 below.

**Table 5. Risk and Risk Management Mitigation**

<b>Risk</b>	<b>Rating *</b>	<b>Risk Mitigation Measure</b>
Extractive companies (oil, mines) get rapid resource access rights	H	By working with the Ministries of the GoSS and the Presidency, extractive industry zoning in relation to protected areas will be proactively engaged. The project will help identify potential for biodiversity offset deals and put in place monitoring systems. The involvement of the NRMG in the project and particularly when it comes to the PA financing component will provide a broad forum to push the PA agenda and balance other land use allocations.
Weak management capacity and weak accountability mechanisms undermine conservation outcomes	H	Institutional capacity will be one of the targets of the project. The project will build the capacity of local protected area authorities and GoSS for protected area management including putting in place tracking and performance evaluation systems. By linking with UNDP's democratic governance work – on elections, accountability and role of the state and citizen – the project will benefit from an overall environment of strengthened state accountability vis a vis its citizens.
Reconstruction efforts does not integrate biodiversity conservation concerns	M/H	USAID, WCS, and several development partners are engaged with strengthening the capacity of the GoSS in conducting environmental impact assessment; the GoSS has also engaged in an extensive land policy and development reform process. While these initiatives are not included in the project scope, close ties, through the steering committees and other coordination mechanisms, will ensure that the project outcomes are supported by this critical baseline.
Political instability and armed conflict	M	The political context of Southern Sudan is vulnerable in relation to the areas along the border between the North and the South. The project target areas are located away from the dispute border area and each of the protected areas targeted by the project are well within the recognized boundaries of Southern Sudan and away from potential conflict zones. In addition to that, the 2011 referendum will determine whether the country remains as one or splits into two countries along a North/South divide. This referendum will take place during the lifetime of the project. The situation will be monitored closely, as will the impacts of the results. At this stage this risk is considered as a moderate one, especially as the project is focused on Southern Sudan and building the protected area system in that part of the country.
Exceptional climate events, increase speed of degradation and loss of habitat induced by human activities	M	Climate scenarios for Southern Sudan project greater spatial and temporal variation in rainfall, exacerbating the risk of both drought and flooding. However, given the low human population densities in the project area, the impact of human pressures will likely be negligible. By securing the protected areas in the region and designing a strategy for protected area coverage and connectivity through corridors, the project will be ensuring that core areas are managed and human impacts are limited in scope.
Land tenure conflicts create obstacles to protected area	M	Participation by all stakeholders from the outset in protected area management and clear articulation and development of benefits will be assured. Conflict resolution structures will be designed; these will be internalized into the stakeholder participation plan for each of the

<b>Risk</b>	<b>Rating *</b>	<b>Risk Mitigation Measure</b>
sustainability		protected areas. In the design of management approaches, specific attention has been given to co-management options, given the intricate linkages between local livelihoods and the natural resource base. This is currently being piloted in Boma, an experience which will be refined and replicated as appropriate in the 3 remaining pilot sites and throughout the PAN as effective management is spread. Several initiatives are supporting the development of a land law, land commission and aiming at resolving land tenure conflicts in the Sudan; the project will link with those but not aim at resolving land tenure problems on its own.
Confusion over jurisdiction/governance between GoSS and state levels	L	During the preparatory phase an in-depth governance and mandate analysis has been undertaken to determine the boundaries of the GoSS and State administrations. This governance analysis now informs the approach adopted and the focus of institutional and systemic capacity development activities so as to target the most relevant administrations. Vertical and horizontal inter-ministerial coordination also form part of the project (using the NRMG as a coordination forum), to ensure project activities are not undermined by sectoral or state-level decisions.
Potential problems of community access issues and displacement in relation to protected area creation	L	Formal guidelines will be developed with the MWCT to ensure participatory creation and management strategies for protected areas including local communities as full partners. Mapping of traditional community areas and use patterns in relation to protected area boundaries and consultative processes will be employed to ensure that potential access rights and potential displacement issues are identified and addressed appropriately and that local communities are directly involved in the protected area creation, decision making and management process. Legislation will be developed as necessary to enshrine co-management as a recognized approach for protected area management and conservation.

\* H (HIGH); M (MEDIUM); L (LOW)

## 2.6 Incremental reasoning and expected global, national and local benefits

101. While the post-conflict threats to conservation in the Southern Sudan are rapidly growing, there are still tremendous opportunities to manage, rehabilitate, and expand the protected area network. The region has a low human population density (14 persons/km<sup>2</sup>), and many wildlife populations are still intact and those that have been reduced have a good chance to recover if adequately protected. Moreover, vast tracts of savanna, woodlands, forests, wetlands, rivers and floodplains are still intact and they form the basis for a prolonged recovery. These factors collectively represent a unique opportunity for the establishment of large protected areas, linked by corridors, providing refuge for numerous endangered species, globally important eco-regions, and natural processes (i.e. migrations, water filtration, management of nutrient cycles and carbon stocks). There is currently a narrow window of opportunity as oil and mining industries seek to expand into remote areas, returning refugees, proliferation of semi-automatic rifles and expanding development projects threaten wildlife populations and potential world class protected areas. It is therefore important to take up this conservation opportunity immediately when there is still the chance of influencing the entire development outlook for Southern Sudan. As the Government of Southern Sudan is extremely supportive of conservation and protected area management, it is important to respond rapidly to its invitation and to work collaboratively in protected area management and ecotourism development.

102. Although the development challenges facing Southern Sudan are tremendous, there is strong political will for the creation and management of viable protected areas. In spite of this good will, it

is unlikely that Southern Sudan alone will be able to meet these goals without substantial direct assistance from the international community. Without GEF, USAID, and other external assistance, protected area management, because of fiscal constraints and lack of facilities, would most likely focus on a few small areas and not be expanded to cover the creation and management of larger national parks and game reserves. In addition, there would be few incentives to creating wildlife corridors and buffer zones for the protection of migratory animals and initiating community partnerships for conservation and natural resource management. Protected area expansion opportunities would likely be disregarded as capacity is low and costs of establishing infrastructure and operations in remote areas are very high. Finally the PA system approach would be subsumed to privilege site level interventions, hence lacking the coherence and missing the opportunity of ecological representativity offered by the PA system approach.

103. The GEF alternative will help bridge these gaps and foster the establishment and rehabilitation of four large core protected areas. This will be seminal to the future of wildlife in Southern Sudan. In complement, GEF support will help build the institutional capacity of the Government of the Southern Sudan to undertake integrated approaches to conservation and management of protected areas, which include community and private sector based partnerships. The GEF alternative will address other gaps in the present situation, including catalyzing the development of the ecotourism sector in the Southern Sudan. In sum, these interventions are expected to make a major contribution to addressing barriers to the establishment and management of the protected area network as a whole rather than as parcels. It is not expected that the GEF cofinanced intervention will entirely address these issues, and the GOSS will certainly require further future support, however it will definitely set the building blocks towards a sustainably managed and financed ecologically representative PA system that contributes to Southern Sudan's development.

104. The global benefits of this project include the protection of one of the world's largest land mammal migrations, the vast Sudd wetland, and the largest intact savanna in East Africa. Protected areas encompassing some 75,000 km<sup>2</sup> of significant habitats will be protected from degradation and loss. The Sudd wetland provides essential ecosystem services and significant carbon reservoirs are contained in the vast reaches of the protected areas. Two endemic antelope species (Nile lechwe and White-eared kob) and several hundred bird species including the most important stronghold for shoebill in the world thrive in the target areas. Important elephant populations which had previously been listed by IUCN as nearing local extirpation will be protected.

105. Specific anticipated improvements include (i) increasing management effectiveness at the protected area level (from a METT baseline of 24-26% (3 of the 4 sites) and 41% (Boma Park) to >40 % for three sites and >50% (Boma) and aligning the protected areas to IUCN category II and VI); (ii) improving the overall protected area institutional capacity (from a baseline of 42, 39, 32 % to 52, 50, 43 % for institutional, systemic and individual capacity scores respectively); and (iii) increasing the financial sustainability of the protected area network (from a financial sustainability baseline score of 5% to 20%). In the long-term, poaching and illegal use of wildlife will be contained and gradually reduced as protected area management becomes more effective; community wildlife partnerships will reduce pressures and increase awareness. Implementation of the Convention of Biological Diversity objectives will be realized through the creation, enlargement and management of protected areas, the involvement of rural communities, the sustainable use of natural resources and the integration of wildlife into land-use planning and development.

106. GEF financing for the project totals US\$ 3,820,000 (46%) which is broken down into: a) US\$ 1,140,000 for component 1; b) US\$ 2,000,000 for component 2; c) US\$ 300,000 for component 3; and d) US\$ 380,000 for project management. Co-financing totals US \$ 4,400,000 (54%) and is provided by the Government of Southern Sudan, USAID and WCS.

## 2.7 Cost-effectiveness

107. The project is cost effective by the clear and simple fact that if these protected areas are not secured now in Southern Sudan they will be eroded and destroyed by expanding extractive industry, roads, local community pressures on the land, commercial hunting, and lost forever. It is a critical time in Southern Sudan and these intact habitats and remaining wildlife species cannot be replaced. Investments in protected area infrastructure and building of the capacity of the GoSS to manage protected areas and wildlife now will prevent costly problems and irreversible degradation in the medium and long term. After 22 years of civil war the region is receiving vast sums of foreign assistance for reconstruction and humanitarian aid. Financial support to ensure that protected areas are established as cornerstones in the development process of the region is cost effective and absolutely essential. A GEF investment of 56US\$/Km<sup>2</sup> catalyzing an equivalent amount of funding to secure four significant areas represents a low investment as compared to other sites worldwide and in Africa.

108. The expansion of the protected area network to include areas of high biodiversity, wildlife populations and important corridors and areas of connectivity will lead to improved wildlife conservation and management. These measures will improve the integrity and resilience of the protected areas to environmental change and human pressures. The rational planning and demarcation of park boundaries will improve law enforcement efforts and the impacts of adjacent land-use. The private sector will have opportunities to invest in nature-based ecotourism and contribute to the management costs of the protected area. Building partnerships with communities is increasingly seen as a cost-effective way of improving wildlife conservation efforts, reducing law enforcement activities and the illegal and unsustainable use of wildlife and other resources.

109. A relatively small but catalytic project cost is the identification of appropriate financing mechanisms for the protected area network and which will provide the groundwork for improving the long-term financial viability of protected areas in Southern Sudan.

110. The streamlining, updating and reformation of policies and laws related to wildlife and tourism, will, with modest costs, result in substantial long-term gains and provide the foundation for innovative management and conservation efforts. This also applies to the development of private and community sector partnerships. Furthermore, the clarification of institutional roles and responsibilities in the planning, administration and management of protected areas will be an important contribution to efficient management which should reduce bureaucratic delays and lack of direction.

111. The cost-effectiveness of the project is further enhanced through the integration of wildlife and protected areas in national and regional land-use plans where other important players such as the oils and mineral industries and the agricultural and livestock sector will have to take note of the role of wildlife in rural development. This will ensure the inclusion of biodiversity conservation objectives in economic and land-use development.

112. A modest investment (in relation to the size of the protected areas) by the project will improve law enforcement activities, increase basic park infrastructure and develop the expertise of park personnel to start managing protected areas. Management plans will help to focus on the optimal deployment of limited resources and capacities. Project support to training and capacity building will greatly improve the proficiency and skills of park personnel, which will ensure dedication and effectiveness. By helping to improve security for wildlife and people, the project will contribute to improving livelihoods and an array of peace initiatives that the Government is currently

undertaking. No tourism development or investments will be made if security is not forthcoming and if wildlife areas do not provide an enabling environment for investments.

113. If GEF financing is not forthcoming and the protected areas are not secured now, then they will be eroded and destroyed by expanding extractive industries, commercial poaching, expanding development schemes and local community pressure on land. Wildlife conservation has reached a critical time when habitats and populations are still relatively intact and where large areas can still be gazetted easily because of low land pressure. If there is no GEF project then the following alternative scenarios are envisaged: 1) there will be no expansion of the protected area network and additional areas will not be incorporated as the MWCT does not have the necessary finance and expertise, 2) without GEF support the MWCT will take many more years to become efficient., 3) biodiversity and wildlife will come under increasing pressure from other perceived more productive land-uses.

114. Because of the extent and isolation of many of the protected areas, it is felt that GEF funding should concentrate on site-based management of four key protected areas. However, a number of project activities will address the entire protected area system and the institutional and operational capacity of the MWCT (such as legislative and regulatory reform, public awareness programs, training and capacity building, strategic planning for the PAN, etc.), which will deliver management effectiveness results across the PA system.

115. The GEF project is part of a broad comprehensive initiative that is financed by USAID and WCS, which includes the conservation of the Boma-Jonglei Landscape and its associated protected areas and wildlife migrations. The GEF project has been specifically designed to complement the work on the Boma-Jonglei Landscape.

116. Costs incurred in project implementation will focus on additional actions required to provide key incremental assistance to the MWCT and therefore it will complement and build on existing baseline activities and institutional capacities as well as existing infrastructure and equipment.

## **2.8 Sustainability and replication**

117. The project has been designed in such a way that GEF resources and matching funds from other donors will set up systems and approaches which will lead towards sustainability of the protected area network in terms of: conservation, institutional management, stakeholder support and financial sustainability.

118. Conservation of protected areas is the cornerstone of the GEF financed project in that a comprehensive protected area network will be established for the Southern Sudan starting off with the rehabilitation of three key national parks and one wildlife reserve. The design of these protected areas will incorporate additional habitats, wildlife migrations and ecological processes which are essential to the long-term sustainability of the protected areas. The project will provide seed funding for the training of personnel, administration and improved management of these protected areas, the development of some basic infrastructure, the demarcation and gazettement of conservation areas and the focused enforcement of wildlife laws. Successful approaches developed and tested by the project can be replicated to other protected areas of Southern Sudan.

119. Institutional management will be improved by the project in that it supports the following activities: 1) strengthening wildlife and tourism laws, 2) clarifying institutional roles and responsibilities for protected areas at the national, state and local level to promote the effective deployment of resources, 3) developing institutional capacity to design a protected area network



strategy 4) establishing a planning and monitoring unit for planning protected areas, conducting ecological and socio-economic assessments and monitoring management effectiveness, 5) developing a training program which will address the critical gaps in skills and which will raise competence levels.

120. Community conservation and social sustainability will be improved through mechanisms designed by the project to involve local communities as key partners in protected area management. Establishment of site-based consultation fora at each protected area will involve local traditional and government leaders in protected area management and decision-making. Design of programs to optimize community benefits from protected area management, including employment with the protected area and tourism pilot programs will be proactively pursued. Pilot programs designed to promote sustainable natural resource management on community lands in the buffer zones of protected areas will be designed. A broad awareness campaign at local, state, and national levels will help develop understanding and constituencies for conservation and protected area management.

121. Financial sustainability will be strengthened through the preparation of business plans for protected areas. A key element for securing financial sustainability will be to work to secure adequate annual Government funding allocated for the delivery of results rather than ad hoc attribution to cost items and to identify additional sources of funding to scale-up park management activities over the medium and long-term. Such additional sources of funding could come from a variety of financing mechanisms such as trust funds, carbon credits, tourism, PES, and conservation easements from the Southern Sudanese oil and mineral industry.

122. The complexity of the task is acknowledged and there is recognition that further financing from GEF and other development partners will be required to continue, enhance and replicate the processes initiated by this project. The extent of the task and the diversity in habitats, in communities, in topography and in governance systems at state level will all warrant additional financing, in a structured and systematic manner over at least a decade, leading to the full sustainability of the SS PA estate.

123. The aspects of the project which lend itself to replication are: 1) design of protected area management strategies to manage large protected areas, 2) techniques to produce and implement adaptive protected area management plans 3) establishment of community partnerships, 4) financial planning and identification of additional sources of sustainable financing, 5) effective approaches to wildlife law enforcement and anti-poaching activities which also help improve community security and 6) training programs designed to effectively administer and manage protected areas.

## **Part III: Project Results Framework**

### **3.1 Project results framework**

124. The Project Results Framework (PRF) in Table 6 below provides a summary of baseline data at the beginning of the project and targets to be achieved by the end of the project.

**Table 6. Project Results Framework (PRF)**

Objective/ Outcome	Indicator	Baseline	Target at End of Project	Source of Information	Risks and assumptions
<b>Objective</b> <i>Secure the foundation for biodiversity conservation in the post conflict development of Southern Sudan through enhanced management effectiveness of the protected areas estate</i>	Protected area network coverage (ha) and PA area under improved management as a result of project activities in the Southern Sudan	8,504,500 ha total PA coverage (on paper) and 2,000,000 ha PA under improved management	8,854,500 ha total PA coverage and 6,800,000 ha PA under improved management	WCS database information system and the MWCT planning and monitoring unit (to be created)  Annual reports of project manager and MWCT	<u>Assumptions:</u> – GoSS commits to an incremental growth in its funding allocation to finance the protected area network – The financial reporting of the MWCT develops dedicated budget codes for PA planning and management functions – Proposed expansions are approved – Capacities developed through the project are retained within MWCT
	Financial sustainability score (%) for PAs	5%	>20%	Annual Financial Sustainability Scorecard	
	Capacity development indicator score (%) for PA network: Systemic Institutional Individual	39% 42% 32%	50% 52% 43%	Annual Institutional Capacity Development Scorecard	
	METT scores for the four key PA's Southern NP Zeraf GR Badingilo NP Boma NP	24% 25% 26% 41%	>40% >40% >40% >50%	METT applied at Mid-Term and Final Evaluation	
<b>Outcome 1</b> <i>Capacity building for protected area management improved</i>	<b>Outputs:</b> Output 1.1 Systematic protected areas conservation strategic plan developed for the management of the protected area network of Southern Sudan. Output 1.2 Policy and regulation framework based on selected IUCN categories developed. Output 1.3 Procedures established to safeguard local community concerns and rights, address and prevent potential displacement problems, and promote development of benefits for local communities most directly impacted by protected areas. Output 1.4 Protected area planning and monitoring unit created in the MEWTC, staff trained, PA management planning criteria designed and piloted. Output 1.5 MWCT technical and infrastructural capacity to manage and monitor the protected area network of Southern Sudan expanded Output 1.6 MWCT communications strategy designed to promote protected areas and wildlife conservation in Southern Sudan.				
Encroachment of PA estate reduced	Significant encroachment rates in several key PAs and key wildlife corridors	Strategies to address encroachment designed and implemented and encroachment rates reduced	Partial database that WCS and MWCT are building	<u>Assumptions:</u> (i) External context remains unchanged; (ii) NRMG effectively operates as a coordination body and (iii) operational capacities of MWCT for enforcement are enhanced	

Objective/ Outcome	Indicator	Baseline	Target at End of Project	Source of Information	Risks and assumptions
	Protected area network strategic plan adopted and implemented (conforming to IUCN criteria and wildlife requirements)	No plan exists	Plan adopted and in place.	Plan document and planning process documents and maps.	<u>Assumptions:</u> – Surveys support PA establishment and enlargement of PAs – The MWCT maintains a clear mandate over PAs – MWCT is prepared to streamline and improve its administration and professional skills  <u>Risks:</u> MWCT has difficulties in improving capacity due to ineffective bureaucracy
	Policy regulations necessary for guidance of PA network management.	*Wildlife Policy drafted and awaiting adoption *Wildlife Law under revision drafted *Tourism Policy drafted and awaiting adoption	*Wildlife and Tourism Policies adopted *Wildlife law revised and adopted *Tourism law designed and adopted	Policy and legal documents, meeting proceedings,	
	Percentage of staffing with competencies and skills matching position requirements and with clear job description.	< 5%	> 25%	MWCT documents and TORs, training reports	<u>Assumptions:</u> (i) the bureaucratic system of the MWCT and GOSS allow for necessary recruitments and turn over to align skills and competencies to job description and requirements; (ii) capacities developed by the project is retained within the GOSS
	Communications strategy (number of transmissions –press releases, radio interviews, TV interviews, etc).  Number of viewer visits to Website site.	No communications strategy. Occasional media engagement.  Website exists from 2007- out of date and no system in place to manage site	Communications strategy in place, implementation underway.  Regular activities to raise awareness using various media.  Website functional and attracting viewers. System in place to maintain and regularly update website.	Strategy document, media sources, website	
<b>Outcome 2</b> Site management of four key protected areas strengthened	<b>Outputs</b> Output 2.1 Protected area management plans for Boma and Bandingalo and preliminary management strategies developed for Zeraf and Southern National Park. Output 2.2 Protected area and buffer zone boundaries assessed and participatory redefinition processes commenced where appropriate, leading to Boma and Badingilo National Parks and the extension of Zeraf Reserve (covering an estimated 40,000 km <sup>2</sup> ) being legally gazetted. Output 2.3 Basic infrastructure (HQ buildings, ranger posts, communications equipment, vehicles, radios, field equipment) established for Zeraf, Southern, Boma, and Bandingalo protected area management and operations.				

Objective/ Outcome	Indicator	Baseline	Target at End of Project	Source of Information	Risks and assumptions
	<p>Output 2.4 Capacity and technical expertise of field based protected area management staff improved, work plans developed and implemented.</p> <p>Output 2.5 Stakeholder participation (local, State) and capacity increased to support protected area management.</p> <p>Output 2.6 Community based partnerships designed and piloted aiming at developing benefits and opportunities for local communities.</p> <p>Output 2.7 Proposals developed to mobilize community alternative livelihoods and sustainable development funding sources to benefit and enhance income generation for key communities living near and in protected areas.</p> <p>Output 2.8 Pilot model ecotourism programs designed and implemented for Bandingalo and Boma Parks.</p>				
	Levels of illegal hunting of key and endangered wildlife species in target PAs	Significant commercial poaching occurring in each of the four PAs	Poaching levels reduced by 50% for key and endangered wildlife species below baseline levels at project start	Law Enforcement Monitoring Reports	<u>Assumptions:</u> (i) enforcement capacities of MWCT are enhanced and applied; (ii) political will to adopt and implement management plans
	Number of management plans and preliminary management strategies	Boma management plan drafting underway	- Boma and Badingilo management plans adopted implementation underway - Zeraf and Southern preliminary management strategies adopted and implementation underway	Plan and strategy documents, progress reports	
	Boma and Badingilo NP gazetted Zeraf GR extended Percentage of boundaries of the 4 PAs demarcated	Boma boundaries proposed in early 1980s. Badingilo boundaries proposed in 1980s. No PA boundaries demarcated.	All PA boundaries demarcated, including Zeraf extension.	Gazette notice Project reports	<u>Assumptions:</u> - MWCT constructively engages in the identification and extension of new conservation areas - MWCT is prepared to fulfil management obligations and enforce wildlife laws in PAs - Some PAs are suitable for tourism investments
	Number of km patrolled (and associated catch per unit effort and encounter rate data) by wildlife forces and coverage by aerial patrols			Project reports Annual report by Wildlife Service	
	Number of times PA authorities	Occasional at Boma	Coordination	Committee meeting	

Objective/ Outcome	Indicator	Baseline	Target at End of Project	Source of Information	Risks and assumptions
	meet with stakeholders at local levels	None at other sites	mechanisms establish and meet regularly	agenda and minutes	– Insecurity prevents development of ecotourism pilot projects
	Number of partnership agreements between PA adjacent local communities and PA management	0	2	Agreement documentation	
	Number of pilot ecotourism projects established	0	2	Concession agreements Project reports Consultancy reports	
<b>Outcome 3</b> Sustainable financing options for protected areas initiated	<b>Outputs</b> Output 3.1 Expert technical assessment of potential sustainable financing mechanisms (carbon, ecosystem services, trust fund establishment, ecotourism, conservation easements from extractive industry, etc....) for Southern Sudan protected area network. Technical support from the WCS Sustainable Conservation Finance Department Output 3.2 MWCT and GoSS capacity developed to access potential sustainable finance management for PAs developed based on financial options analysis Output 3.3 PA business plans developed: including guidelines developed, capacity built and systematized and preliminary business plans for 4 pilot sites. Output 3.4 Dialogue initiated with private sector extractive industry in relation to protected area management concerns, assessment of key threats and opportunities, and partnership potential outlined for the four pilot PAs.				
	Number of sustainable financing mechanisms identified and designed	0	3 as part of overall strategy outline	Project reports Consultancy reports	<u>Assumptions:</u> – The Government sustains, or improves, its financial commitment to PAs – There are alternative financing systems which are realistic and can be used for PA financing – The extractive industry is willing to cooperate and contribute to PA conservation and environmental management and restoration measures  <u>Risks:</u> – The extractive industry is unwilling to cooperate and GoSS is unwilling to enforce laws. – Large oilfields and mineral deposits are found in PAs leading to environmental pollution
	Number of business plans developed for the 4 targeted areas	0	4	MWCT annual reports Project reports	
	Total operational budget (including HR and capital budget) allocation (US\$) for protected area management	40 million US\$	Increasing with significant allocations to PA management	Financial reports of MWCT	
	Number of private sector actors participating in partnerships	0	2	Official letters and documents	

**Table 7. Summary of Project Outcomes, Outputs and Activities**

<b>Project Objective:</b> Secure the foundation for biodiversity conservation in the post conflict development of Southern Sudan through enhanced management effectiveness of the protected areas estate.	
Outcome 1. Capacity for protected area management strengthened Capacity building will result in enhanced natural resources governance, which will reduce pressure on the PA estate, safeguard critical ecosystems within the expanded PA network, and reduce negative impacts on the PA estate from poaching, tourism and extractive industries.	
<b>Outputs</b>	<b>Activities</b>
Output 1.1 Systematic protected areas conservation strategic plan developed for the management of the protected area network of Southern Sudan.	<p>Activity 1.1.1 Compile database on status of each protected area including legal documents, past and recent survey information, land-cover maps, GIS files developed.</p> <p>Activity 1.1.2 Review of status of PAs, opportunities, identification of gaps in PAN, and gaps in knowledge to be addressed.</p> <p>Activity 1.1.3 Undertake baseline and monitoring aerial surveys of wildlife, livestock, and human activity across the four key protected areas and a selected terrestrial survey in Southern Park (if feasible).</p> <p>Activity 1.1.4 Complete Socio-economic surveys for the four sites generating data on natural resource use, human population numbers, traditional use areas, cultural/historical values.</p> <p>Activity 1.1.5 Identification of key habitats and ecological processes, which affect wildlife movement and dispersal.</p> <p>Activity 1.1.6 Undertake applied research (i.e. collaring elephants and giant eland) in Southern National Park in complement to ongoing USAID supported research on migratory species in Boma-Jonglei.</p> <p>Activity 1.1.7 GIS mapping of areas used by livestock, agriculture and human settlements.</p> <p>Activity 1.1.8 Review extractive industry, road network, and development plans and zoning in relation to the existing and future PAN.</p> <p>Activity 1.1.9 Formulate overall strategic plan for PAN to guide surveys, creation of new PAs, rehabilitation of existing PAs, and coordination of management efforts.</p>
Output 1.2 Policy and regulation framework based on selected IUCN categories developed.	<p>Activity 1.2.1 Support finalization of revision of wildlife law.</p> <p>Activity 1.2.2 Support drafting of tourism law.</p> <p>Activity 1.2.3 Review other policies and laws, identification of gaps and explicit recommendations to reform them where necessary</p> <p>Activity 1.2.4 Clarify Central, State and local mandates for protected area management.</p> <p>Activity 1.2.5 Draft and adopt a set of criteria and management objectives for the different categories of PAs following IUCN guidelines and standards.</p> <p>Activity 1.2.6 Design formal standards and procedures for the development of regulations for PAs, the approach to establishing and gazetting a PA, stakeholder participation process, and development of community and private sector collaborations.</p> <p>Activity 1.2.7 Make recommendations and specific amendments on how to address problems of overlapping and conflicting legislation with conservation legislation (i.e. agriculture concession proposed</p>

Outputs	Activities
Output 1.3 Procedures established to safeguard local community concerns and rights, address and prevent potential displacement problems, and promote development of benefits for local communities most directly impacted by protected areas.	<p>inside PAs).</p> <p>Activity 1.3.1 Establish consultation mechanisms with representation from communities at the four PA sites.</p> <p>Activity 1.3.2 Identify communal areas and appropriate partnership approaches to be piloted</p> <p>Activity 1.3.3 Identify benefit sharing strategies for PAs with neighboring communities and seek additional funding for targeted program development</p>
Output 1.4 Protected area planning and monitoring unit created in the MWCT, staff trained, PA management planning criteria designed and piloted.	<p>Activity 1.4.1 Design the TOR and mandate for a protected area planning and survey/monitoring unit in the MWCT, including: definition of the duties, activities and obligations of the protected area planning unit and how it will be incorporated into the general MWCT structure and organization.</p> <p>Activity 1.4.2 Select and train staff in aerial/ground counting techniques, vegetation surveys, wildlife/resource assessments, GIS techniques and PA planning (including techniques in developing criteria to identify areas requiring protection, inclusion and management).</p> <p>Activity 1.4.3 Equip and establish the planning unit and provide technical support in undertaking management planning support to the four targeted protected areas.</p> <p>Activity 1.4.4 Develop database incorporating law enforcement monitoring, wildlife, human activity, and other data to inform management strategies and protected area planning.</p> <p>Activity 1.4.5 Design systems for monitoring and orienting implementation of management plans.</p> <p>Activity 1.4.6 Promote MWCT participation in and influence of GoSS and State land use planning exercises so that wildlife priorities/issues (such as wildlife corridors, habitat conservation and water catchment) are included.</p> <p>Activity 1.4.7 Management planning unit supported to facilitate contacts with corporate and community land users in adjacent areas surrounding PA's to discuss management issues/priorities.</p>
Output 1.5 MWCT technical and infrastructural capacity to manage and monitor the protected area network of Southern Sudan expanded	<p>1.5.1 Review conservation structures and streamline responsibilities at the national, state and local level</p> <p>1.5.2 Provide technical advice to MWCT and recommend improvements to enhance performance where appropriate.</p> <p>1.5.3 Draw up and initiate a training program targeting key management personnel to identify and address gaps in management skills. Potential specific trainings include law enforcement monitoring, administration, work planning, anti-poaching organization and management, basic computer skills, etc.</p> <p>1.5.4 Undertake a feasibility study to evaluate the potential for creation of a parastatal institution-Southern Sudan Wildlife Service.</p>
Output 1.6 MWCT communications strategy designed to promote protected areas and wildlife conservation in Southern	<p>1.6.1 Design a communications awareness strategy.</p> <p>1.6.2 Designate MWCT selected staff to implement communications strategy with basic training and equipment</p>

<b>Outputs</b>	<b>Activities</b>
Sudan.	1.6.3 Develop and maintain a MWCT website to promote information exchange and raise awareness. 1.6.4 Develop contacts with local and international press and to facilitate sharing of press releases on conservation issues.
<b>Outcome 2: Management of four key protected areas improved (Zeraf, Southern, Boma, and Badingilo)</b>	
<b>Outputs</b>	<b>Activities</b>
Output 2.1 Protected area management plans for Boma and Bandingalo and preliminary management strategies developed for Zeraf and Southern National Park.	Activity 2.1.1 Based on the results of surveys and consultation with stakeholders, develop five-year management plans for Boma and Badingilo and two-year preliminary management strategies for Southern and Zeraf. Activity 2.1.2 Support site based MWCT authorities in the design and implementation of annual work plans to implement the management strategies. Activity 2.1.3 Review of strategy implementation at site level every six months and update interventions with additional information received.
Output 2.2 Protected area and buffer zone boundaries assessed and participatory redefinition processes commenced where appropriate, leading to Boma and Badingilo National Parks and the extension of Zeraf Reserve (covering an estimated 40,000 km <sup>2</sup> ) being legally gazetted.	Activity 2.2.1 Assess and design PA boundaries (Zeraf, Southern, Boma, and Badingilo) through ecological and socio-economic surveys and land cover mapping, incorporating national, state and local level concerns. Design new boundaries that effectively protect important habitats, wildlife concentrations, wetlands and ecological processes. Activity 2.2.2 Undertake consultation and legal process for gazettelement and zoning of Boma NP realigned to include core areas for migratory animals and community needs. Activity 2.2.3 Undertake consultations and legal process for the creation of the Badingilo NP to include important migratory routes, wildlife concentrations and habitats. Activity 2.2.4 Assess boundaries of Zeraf GR and undertake consultations and legal process for its extension. Activity 2.2.5 Survey and demarcate PA boundaries and undertake awareness-raising so that boundaries are known by both PA managers and neighboring communities.
Output 2.3 Basic infrastructure (HQ buildings, ranger posts, communications equipment, vehicles, radios, field equipment) established for Zeraf, Southern, Boma, and Bandingalo protected area management and operations.	Activity 2.3.1 Assess wildlife law enforcement and PA management needs and develop infrastructure plan. Activity 2.3.2 Construct and equip ranger posts and HQ buildings with a priority emphasis on supporting wildlife law enforcement as it is a key step for protected area management. Basic infrastructure (administration and ranger posts) will be established in Southern NP using GEF funding. Additional ranger posts and other support buildings in Boma, Bandingalo, and Zeraf will be added as appropriate, in complement to USAID funded infrastructure for these PAs Activity 2.3.3 Procure field equipment (tents, GPS, compass, binoculars, raincoats, field boots, cooking pots, etc.) for rangers and NCOs. Activity 2.3.4 Establish HF Radio communication systems within PA's and with MWCT HQ's in Juba. Activity 2.3.5 Procure Toyota 4x4 vehicles and large personnel transport trucks (i.e. Unimogs or other) to support project functioning and wildlife law enforcement. Activity 2.3.6 Construct airstrip in Southern NP and Badingilo Park (one strip in each PA) to support aerial



<b>Outputs</b>	<b>Activities</b>
	patrol and operations support.
Output 2.4 Capacity and technical expertise of field based protected area management staff improved, work plans developed and implemented.	Activity 2.4.1 Write basic training manual for trainers and course participants. Activity 2.4.2 Train park management staff (officers) in work plan development and implementation, anti-poaching, law enforcement monitoring, reporting of park management. Activity 2.4.3 Design park level management tracking systems and staff trained to update information and generate reports. Activity 2.4.4 Undertake basic training courses (induction and refresher) for rangers including components on discipline, wildlife species, wildlife laws, human rights, patrol techniques, etc...
Output 2.5 Stakeholder participation (local, State) and capacity increased to support protected area management.	Activity 2.5.1 Create site based consultation mechanisms at the PA level with appropriate local community and Government representation. Regular meetings will ensure sound information exchange and support. Activity 2.5.2 Channel recommendations emanating from site levels by the MWCT and GoSS into management strategy developments.
Output 2.6 Community based partnerships designed and piloted aiming at developing benefits and opportunities for local communities.	Activity 2.6.1 Identify community natural resource use practices through assessments Activity 2.6.2 Develop pilot partnerships (supported by agreements), where appropriate, regarding conservation and natural resource management in and around protected areas.
Output 2.7 Proposals developed to mobilize community alternative livelihoods and sustainable development funding sources to benefit and enhance income generation for key communities living near and in protected areas.	Activity 2.7.1 Integrate ecological and socio-economic information to identify environmentally appropriate livelihoods programs. Activity 2.7.2 Identify procedures and criteria for environmentally friendly activities development. Propose pilot schemes, which can be established with community areas neighboring PAs. Additional funding sources should be identified along with technical experts (i.e. specialized NGOs) to support for a development of a rural livelihood programs directly linked to protected area management concerns
Output 2.8 Pilot model ecotourism programs designed and implemented for Bandingalo and Boma Parks.	Activity 2.8.1 Design and adopt regulations in place to regulate tourism development in Badingilo and Boma Parks (including clear benefits sharing mechanisms for local communities). Activity 2.8.2 Identify suitable tourism sites and promote with appropriate private sector candidates. Activity 2.8.3 Facilitate signing of Agreements between bona fide environmentally sound tour operators and the GoSS. Activity 2.8.4 Carefully monitor and evaluate the implementation of any new programs.
<b>Outcome 3: Sustainable financing of protected areas designed and enhanced</b>	
Business case for PA establishment and management adopted. Financial support for protected area management and local community benefit sharing expanded.	
<b>Outputs</b>	<b>Activities</b>
Output 3.1 Expert technical assessment of potential sustainable financing mechanisms (carbon, ecosystem services, trust fund	Activity 3.1.1. Review and project the costs of creation, rehabilitation, and management of the PAN of Southern Sudan. Compare these projections with current and projected GoSS contributions and international community inputs, and identify the short, medium and long-term financial needs.

<b>Outputs</b>	<b>Activities</b>
<p>establishment, ecotourism, conservation easements from extractive industry, etc....) for Southern Sudan protected area network. Technical support from the WCS Sustainable Conservation Finance Department</p>	<p>Activity 3.1.2 Undertake an expert assessment of the various potential financing mechanisms including carbon sequestration (Reducing Emissions from Deforestation and Degradation), ecosystems services, trust funds, ecotourism, conservation easements from oil and mineral companies. The WCS Sustainable Conservation Finance Program will field experts to undertake this component.</p> <p>Activity 3.1.3 Undertake specific pilot assessments to determine the ecosystem services and values that different PAs contributes on the national and global benefits level. For example a valuation of the services provided by the Sudd watershed; carbon sequestration value of the Badingilo grasslands; the carbon sequestration value of the Jonglei Acacia forests, job creation potential of the PAN etc...</p> <p>Activity 3.1.4 Design a financing strategy and specific proposals to develop the various financing sources.</p> <p>Activity 3.1.5 Multiple financial streams for PA management identified and mobilization strategy developed.</p>
<p>Output 3.2 MWCT and GoSS capacity developed to access potential sustainable finance management for PAs developed based on financial options analysis</p>	<p>Activity 3.2.1 Training of MWCT and GoSS staff in sustainable conservation financing areas and strategy implementation.</p>
<p>Output 3.3 PA business plans developed: including guidelines developed, capacity built and systematized and preliminary business plans for 4 key PAs.</p>	<p>Activity 3.3.1 Develop business plan guidelines to be adopted by the MWCT for application across PAN.</p> <p>Activity 3.3.2 Design business plans for each of the four PAs. Including salaries, operating and capital development costs identified for each PA, projections from any tourism development. Justifications based on conservation priorities, core objectives and size of PAs. Projection of future Government allocations to PAs. Adoption of the protected area business plans by MWCT and Ministry of Finance.</p>
<p>Output 3.4 Dialogue initiated with private sector extractive industry in relation to protected area management concerns, assessment of key threats and opportunities, and partnership potential outlined for the four key PAs.</p>	<p>Activity 3.4.1 Review of extractive industry contracts, concession limits, and policies affecting protected areas with the NRMG Ministries.</p> <p>Activity 3.4.2 Contacts established at national and international levels with extractive industry companies. PA management issues discussed regarding exploration and extraction.</p> <p>Activity 3.4.3 Promote appropriate EIAs undertaken in consultation with the concerned GoSS Ministries and Extractive industry.</p> <p>Activity 3.4.4 Identify and explore legal and planning options to minimize conflicts and overlap with PAs (i.e. exclude concessions from PAs, no-go zones created, etc...</p> <p>Activity 3.4.5 Where appropriate propose development of agreements on cooperation, information exchange, and strict restoration/rehabilitation measures to address identified issues.</p>

### 3.2 Total budget and work plan

125. The project budget, as outlined in Table 8 below, is for four years and covers all items in the three project components/outcomes, including project management costs.

**Table 8. Total Budget and Workplan**

<b>Short Title:</b>	Southern Sudan PAN Capacity Building
<b>Award ID:</b>	00060471
<b>Award Title:</b>	GEF 4000 BD FSP: Southern Sudan PAN Capacity Building
<b>Business Unit:</b>	SDN10
<b>Project Title:</b>	Launching Protected Area Network Management and Building Capacity in Post-conflict Southern Sudan
<b>Implementing Partner (Executing Agency)</b>	Wildlife Conservation Society in cooperation with the Ministry of Wildlife Conservation and Tourism

GEF Activity	Outcome/Atlas	Responsible Party/Implement. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (USD)	Amount 2011 (USD)	Amount 2012 (USD)	Amount 2013 (USD)	Amount 2014 (USD)	Budget Notes
<b>Outcome 1 Capacity for protected area management strengthened</b>		NGO-WCS EX	62000	GEF	71200	International Consultants	66,000	37,500	28,500			1
			62000	GEF	71300	Local Consultants	16,000	8,000	8,000			2
			62000	GEF	71400	Contractual Services - Individ	225,000	70,000	50,000	50,000	55,000	3
			62000	GEF	71600	Travel	303,800	95,500	94,300	67,000	47,000	4
			62000	GEF	72200	Equipment and Furniture	222,000	222,000				5
			62000	GEF	72500	Supplies	34,136	5,030	8,076	10,140	10,890	6
			62000	GEF	72800	Information Technology Equip	8,000	8,000				7
			62000	GEF	74500	Miscellaneous Expenses	30,864	14,970	6,924	4,860	4,110	
			62000	GEF	75700	Training, Workshop, Conferences	123,000	38,000	35,000	30,000	20,000	8
			<b>TOTAL ACTIVITY 1 (Outcome 1)</b>							<b>1,028,800</b>	<b>499,000</b>	<b>230,800</b>
<b>Outcome 2 Management of four key protected areas</b>		NGO-WCS EX	62000	GEF	71200	International Consultants	60,000	12,000	24,000	24,000		1

<b>improved (Zeraf, Southern, Boma, and Badingilo)</b>	NGO-WCS EX	62000	GEF	71600	Travel	301,000	55,600	100,200	100,200	45,000	4
	NGO-WCS EX	62000	GEF	72100	Contractual Services-Companies	994,804	379,112	354,018	261,674		9
	NGO-WCS EX	62000	GEF	72200	Equipment and Furniture	520,000	520,000				5
	NGO-WCS EX	62000	GEF	72500	Supplies	62,900	10,000	20,000	20,000	12,900	10
	NGO-WCS EX	62000	GEF	74500	Miscellaneous Expenses	62,496	30,888	16,182	13,326	2,100	
	NGO-WCS EX	62000	GEF	75700	Training, Workshop, Conferences	77,000	25,000	25,000	25,000	27,000	11
<b>TOTAL ACTIVITY 2 (Outcome 2)</b>						<b>2,078,200</b>	<b>1,007,600</b>	<b>539,400</b>	<b>444,200</b>	<b>87,000</b>	
<b>Outcome 3 Sustainable financing of protected areas designed and enhanced</b>	NGO-WCS EX	62000	GEF	71200	International Consultants	99,000		51,000	21,000	27,000	1
	NGO-WCS EX	62000	GEF	71400	Contractual Services - Individ	80,000	20,000	20,000	20,000	20,000	10
	NGO-WCS EX	62000	GEF	71600	Travel	122,200	10,000	46,800	34,800	30,600	4
	NGO-WCS EX	62000	GEF	72200	Equipment and Furniture	4,527			4,527		5
	NGO-WCS EX	62000	GEF	72500	Supplies	14,178	3,950	5,716	2,140	2,372	6
	NGO-WCS EX	62000	GEF	74500	Miscellaneous Expenses	10,822	1,050	4,284	2,860	2,628	
	NGO-WCS EX	62000	GEF	75700	Training, Workshop, Conferences	35,000		15,000	10,000	10,000	8
<b>TOTAL ACTIVITY 3 (Outcome 3)</b>						<b>365,727</b>	<b>35,000</b>	<b>142,800</b>	<b>95,327</b>	<b>92,600</b>	
<b>Sub TOTAL (Activity 1-3)</b>						<b>3,472,727</b>	<b>1,541,600</b>	<b>913,000</b>	<b>701,527</b>	<b>316,600</b>	
<b>Atlas Activity 4 (Project Management)</b>	GEF			74100	Professional Services	347,273	156,360	91,300	70,153	29,460	
<b>TOTAL ACTIVITY 4 (Project Management)</b>						<b>347,273</b>	<b>156,360</b>	<b>91,300</b>	<b>70,153</b>	<b>29,460</b>	
<b>Grand TOTAL</b>						<b>3,820,000</b>	<b>1,697,960</b>	<b>1,004,300</b>	<b>771,680</b>	<b>346,060</b>	

Summary of Funds: <sup>2</sup>	Sources of Co-financing	Type Financing (cash, in-kind)	Year 1	Year 2	Year 3	Year 4	TOTAL
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<sup>2</sup> All co-financing (cash and in-kind) that is not passing through UNDP.

<b>GEF</b>	<b>Cash</b>	<b>1,719,960</b>	<b>1,004,300</b>	<b>771,680</b>	<b>324,060</b>	<b>3,820,000</b>
<b>National Govt</b>	<b>in kind</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,000,000</b>
<b>Bilateral Aid Agency (USAID) grant to WCS and WCS private funds</b>	<b>Cash</b>	<b>1,650,000</b>	<b>1,350,000</b>	<b>200,000</b>	<b>200,000</b>	<b>3,400,000</b>
<b>TOTAL</b>		<b>3,619,960</b>	<b>2,604,300</b>	<b>1,221,680</b>	<b>774,060</b>	<b>8,220,000</b>

<b>Budget Notes</b>	
1	<b>International consultants</b> PA consultant, tourism consultant, capacity development consultant, parastatal consultant (US\$3,000 per week) PA management, livelihood and tourism consultants (US\$3,000 per week) Sustainable Finance Consultants, PA business plan consultant and Mid-term and Final Evaluation consultants (US\$3,000/ week)
2	<b>Local consultants</b> Human resource and organizational effectiveness expert to support to the MWCT (US\$1,000 per week)
3	Assistant Project Manager (US\$60,000 per year), website development and maintenance, communication materials production
4	<b>Travel costs:</b> Aerial and socio-economic surveys operation costs; field operations surveys; travel for PA, training, parastatal consultants; community policy; training trips; Assistant Project Manager food, travel, insurance. International consultant travel includes a subsistence allowance (US\$200/ day) and return air tickets (US\$2,000 each) Field operations costs for PAs (diesel, food, etc.); subsistence allowance for trainings, transport for participants; meetings with communities; travel to remote villages; PA management, livelihoods and tourism consultants travel, includes a subsistence allowance (US\$200/ day) and return air tickets (US\$2,000 each); meetings for PA gazettelement Sustainable finance, PA business plan, Mid-term and Final Evaluation consultants travel - international consultant travel includes a subsistence allowance (US\$200/ day) and return air tickets (US\$3,000 each from USA and US\$2,000 each from the region/ Europe); trainings site visits and travel; private sector partnership travel
5	<b>Equipment and furniture</b> 3 Toyota Landcruisers (US\$195,000), 6 GPSs (US\$ 3,000), camping equipment (US\$6,000), office furniture (US\$5,000), ministry equipment (US\$8,000) 1 Unimog (US\$ 80,000), 6 Toyota Landcruisers (US\$ 390,000), HF communication systems for SNP (US\$25,000), VHF communication systems for 3 PAs (US\$15,000), ranger field equipment and GPSs
6	<b>Supplies</b> Office supplies and training materials Training materials, community outreach meetings materials, PA gazettelement materials (signs, etc.) Misc office supplies, training materials
7	<b>Information technology equipment</b> 4 laptop computers and two printers
8	<b>Training, workshops and conferences</b> Workshops associated with the PA, tourism, parastatal consultancies, specialized training opportunities for MWCT personnel Two workshops for PA management (US\$10,000) Sustainable finance, sustainable finance training, PA business planning workshops
9	<b>Contractual services companies</b> Construction SNP HQ and ranger posts; construction ranger posts Zeraf, Bomo, Bandingalo

<b>Budget Notes</b>	
10	Administration Assistant and Accountant

### 3.3 Overview of inputs from technical assistance consultants

126. Table 9 provides a summary of inputs from Technical Assistance Consultants during the four year project period.

**Table 9. Summary of Inputs from Technical Assistance Consultants\***

Position Titles	No Persons	US \$/ week	Est. person/ weeks	Total Costs (US \$)	Tasks to be performed
<b>Local</b>					
Human resource and organizational effectiveness consultant	1	1000	16	16,000	In collaboration with the international consultant provide training to MWCT in development of work plans, performance management indicators, and personnel management techniques (output 1.5);
<b>International</b>					
Wildlife and Protected Areas Administration Consultant	1	3000	4	12,000	Undertake a feasibility study in consultation with the MWCT, GOSS, WCS, and other partners to evaluate the potential for creation of a parastatal institution-Southern Sudan Wildlife Service (Output 1.5).
Protected area strategic planning and management consultant	1	3000	11	33,000	Facilitate planning workshop and drafting of strategic plan for the protected area network (Output 1.1). Provide technical support for preparation of 2 management plans and 2 strategic plans for PA management (Output 2.1) review IUCN PA categories and align together with the legal advisor the current PA network accordingly (output I.2.2 and I.2.1).
Training consultant	1	3000	11	33,000	Work with MWCT to develop a four year training programme for the MWCT, design training modules, and train trainers of training unit (output 1.5)
Tourism Consultant	1	3000	8	24,000	Make recommendations for tourism law and regulatory reform provide legal framework for sound tourism development (output 1.2); Work with MWCT and WCS to design pilot tourism programs, develop guidelines, and draft tourism agreements with private operators for tourism projects (output 2.8).
PA business planning consultant	1	3000	9	27,000	In consultation with the MWCT and WCS, prepare business plans for the 4 priority PAs (output 3.3).
Sustainable Conservation financing consultant (WCS Finance Experts)	1	3000	12	36,000	Undertake technical assessments of potential sustainable financing mechanisms (carbon sequestration, ecosystem services, trust fund establishment, ecotourism, conservation easements from extractive industry, etc....) for protected area network (output 3.1). Train MWCT and GOSS representatives in sustainable financing (output 3.2).
Community livelihoods specialist	1	3000	8	24,000	Together with MWCT, WCS, in consideration of socio-economic survey results and PA management consideration, identify potential alternative livelihood projects, develop proposals to submit to appropriate donors, identify suitable NGO's or donors who can fund and implement such projects (output 2.7);
Evaluation	2	3,000	12	36,000	The standard UNDP/GEF project evaluation

Position Titles	No Persons	US \$/ week	Est. person/ weeks	Total Costs (US \$)	Tasks to be performed
experts for mid-term and final evaluation					TOR will be used. This will include: Lead the mid-term and the final evaluations; Work with the local evaluation consultant in order to assess the project progress, achievement of results and impacts; develop draft evaluation report and discuss it with the project team, government and UNDP; As necessary participate in discussions to extract lessons for UNDP and GEF

## Part IV: Management Arrangements

### 4.1 Implementation and institutional coordination and support

127. The project will be implemented over a four-year period. UNDP is the GEF Implementing Agency (IA) for the project. WCS will be the executing agency for the project, under UNDP's NGO execution modality, in cooperation with the MWCT. The MWCT is the GoSS institution responsible for supervising the project and will work with WCS in implementation of the project activities. The project is in line with the Standard Basic Assistance Agreement between UNDP and the Government of the Southern Sudan.

128. The Wildlife Conservation Society (WCS) is a charitable, scientific, and educational non-governmental organization based in New York, USA. The Wildlife Conservation Society (previously known as the New York Zoological Society) was one of the principal conservation NGOs working in Southern Sudan in the 1980s. Following the signing of the Comprehensive Peace Agreement (CPA), WCS reinitiated contacts in Southern Sudan and was invited by the GoSS and MWCT to reopen its program starting with the first systematic aerial assessment since the surveys conducted in the early 1980s. In 2007, WCS signed cooperation agreements with the then Ministry of Environment, Wildlife Conservation and Tourism (now the Ministry of Wildlife Conservation and Tourism) and the Presidency of the Government of Southern Sudan to design, implement and monitor a protected area and biodiversity conservation initiative as part of the natural resource management strategy of Southern Sudan. The objectives of the agreements are to:

- a. undertake surveys, research and assessment of wildlife, livestock and human activities around existing and proposed protected areas and develop monitoring systems to inform and orient protected area, natural resource management, and land use planning
- b. conserve and manage the Boma-Jonglei landscape (Jonglei and Eastern Equatoria states: including Boma, Bandingalo, and Zeraf protected areas), building national management capacity through land-use planning and conservation
- c. develop and implement a comprehensive strategy for the rehabilitation and management of the protected area network
- d. support the integration of protected areas and biodiversity conservation concerns with development and natural resource exploitation to assure sustainable natural resource management
- e. promote the enforcement of environmental legislation.



129. Under these agreements WCS is the lead technical wildlife conservation and protected areas partner of the MWCT and GoSS for the Boma-Jonglei Landscape and its protected areas. In line with these agreements, WCS will be the executing agency for the project, under UNDP's NGO execution modality, in cooperation with the MWCT.

130. The Government of the United States has made support to the wildlife conservation and protected area management in the Boma-Jonglei landscape of Southern Sudan a top priority, providing a grant of \$12.6 million dollars between 2009 and 2011 to complement funding from WCS and GoSS. USAID Sudan and WCS are working together in cooperation with GoSS to support this important new initiative to put in place the necessary policies, practices and constituencies to sustainably manage the natural resources, conserve the biodiversity of the Boma-Jonglei landscape (located within the Jonglei, Eastern Equatoria, and Central Equatoria States), and to secure the livelihoods of the local people. This is being achieved through the following specific objectives:

- a. Strengthen institutional capacity for sustainable management of natural resources.
- b. Develop participatory land-use planning, zoning, and resource management.
- c. Conserve biodiversity through protected area management (Boma, Bandingalo, Zeraf, and the proposed Loelle protected area), monitoring, ecotourism development, and other incentives for sustainable land use and resource management.
- d. Improve community livelihoods and economic enhancement.

131. The Boma-Jonglei program builds upon the foundation of past natural resource management work undertaken by the GoSS and USAID in the region. GEF support under this project to protected area sites within the Boma-Jonglei Landscape will directly integrate with the overall landscape initiative coordinated and implemented by the GoSS and WCS as per the March 2007 agreements and USAID project framework.

132. The MWCT was established in 2005 with the mandate to manage and conserve South Sudan's natural resources. WCS and MWCT signed a cooperation agreement in 2007 to work together to design, implement and monitor a protected area and biodiversity conservation initiative as part of the natural resource management strategy of Southern Sudan. WCS and MWCT will work together to implement the project under the auspices of this agreement. WCS in cooperation with MWCT will take overall responsibility for the timely and verifiable attainment of project objectives and activities. The MWCT will nominate a high level Government official (the GoSS Undersecretary of the Ministry) who will serve as its representative on the Project Steering Committee (PSC). The MWCT representative will chair the Project Steering Committee. The MWCT will also be responsible to liaise and coordinate this project with the Federal Ministry of Environment and Physical Development of the Government of National Unity in accordance with the principles of the Comprehensive Peace Agreement.

133. UNDP as a GEF implementing agency holds overall accountability and responsibility for the delivery of results. Working closely with WCS and the MWCT, UNDP will be responsible for: 1) providing financial and audit services to the project, 2) overseeing financial expenditures against project budgets, 3) ensuring that all activities including procurement and financial services are carried out in strict compliance with UNDP/GEF procedures, 4) ensuring that the reporting to GEF is undertaken in line with the GEF requirements and procedures, 5) facilitate project learning, exchange and outreach within the GEF family, 6) contract the project mid-term and final evaluations and trigger additional reviews and/or evaluations as necessary and in consultation with the project counterparts. The Juba office director will be represented on the Project Steering Committee and the UNDP program officer in charge of natural resources will be involved as necessary in key project meetings, consultations, events and reviews of technical and other reports.

134. The Project Steering Committee is the project coordination and decision making body. The PSC is chaired by the MWCT representative. It will meet annually to review project progress, approve project work plans and approve project deliverables. The responsibility of the PSC is to see that project activities lead to the required outcomes as defined in the project document. The PSC will oversee project implementation, approve work plans and budgets as supplied by the Project Manager, approve any major changes in project plans, approve major project deliverables, arbitrate any conflicts which might arise, be responsible for the overall evaluation of the project. The Project Steering Committee includes representatives from MWCT, UNDP, USAID, WCS, and other donors representatives and other concerned GoSS Ministries including but not be limited to representatives from the Ministry of Agriculture and Forestry, the Ministry of Housing, Physical Planning and Environment, Ministry of Finance and Economic Planning and the Ministry of Energy, Industries and Mining. The PSC representation and TOR's should be finalized in the Project Inception Workshop which is held at the start of the project.

135. A Project Manager will be responsible for the implementation of the project, providing technical expertise, reviewing and preparing TOR's and reviewing the outputs of consultants and other sub-contractors. The Project Manager will be the WCS Southern Sudan Program lead person. WCS-MWCT cooperation agreement 2007 establishes WCS as the lead technical wildlife conservation and protected areas partner of the MWCT for the Boma-Jonglei Landscape and its associated protected areas which include Boma, Badingilo, and Zeraf. WCS implements the USAID WCS funding for the Boma-Jonglei Landscape. Therefore WCS will be able ensure sound administration and coordination of project activities and compliance with donor requirements.

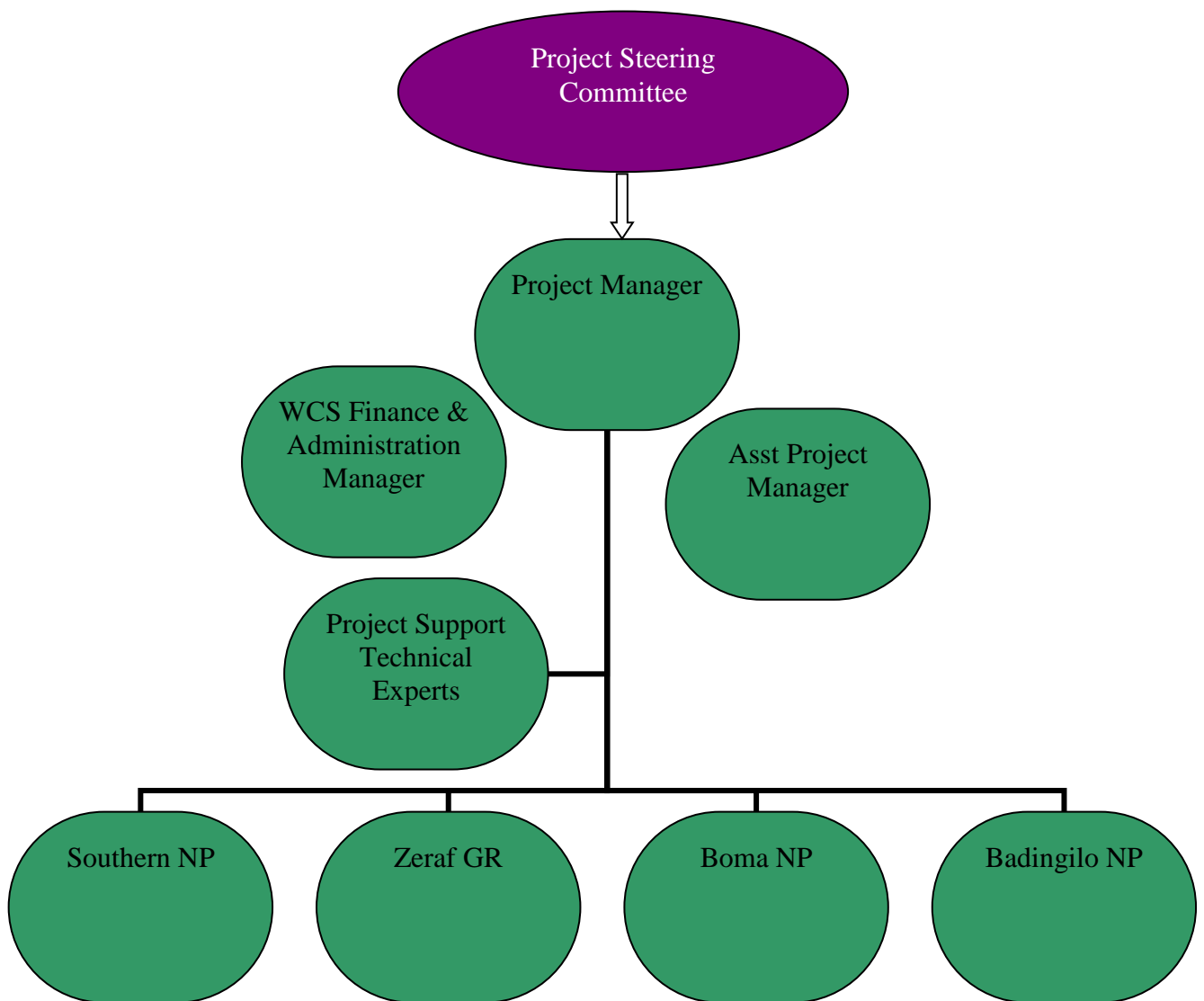
136. The project structure, activities and administration will integrate with and be undertaken in complete synergy and complementarities with the current framework of the USAID supported program undertaken by WCS in cooperation with the GoSS under the auspices of the existing MWCT-WCS cooperation agreement. As such the WCS Financial and Administration Manager will be in charge of the day-to-day administration of the project. The Project Manager will be assisted with the administration by the WCS Financial and Administration Manager. The Project Manager will be assisted by existing WCS senior staff experts in protected area management (Boma, Badingilo, and Zeraf), socio-economic/community conservation, conservation management planning, survey and monitoring. A technical expert, Assistant Project Manager, will be recruited to assist the Project Manager and MWCT staff with implementation of project activities at the Southern National Park site.

137. The Project Manager runs the project on behalf of the implementing partner and within the framework delineated by the Project Steering Committee. He works in close cooperation with the MWCT Headquarters in Juba as well as the State wildlife directorates in which the project areas lie. The Project Manager with the assistance of the WCS Assistant Project Manager and WCS Financial and Administration Manager (and other senior experts mentioned above) will manage the following: 1) preparation of project reports, work plans, budgets and accounting records, 2) drafting of TORs, technical specifications and other documents, 3) identification of consultants and supervision of consultants and suppliers, 4) overseeing the implementation of project activities in a timely and efficient way, 5) maintaining contacts with project partners at the national, state and local level, 6) organization of seminars, workshops and field trips which are linked to project activities. The Project Manager, with the assistance of the WCS Assistant Project Manager, will produce in a timely fashion annual work plans and budgets to be approved by the Project Steering Committee and quarterly operational and annual progress reports for submission to the PSC. The reports will provide details about the progress made, any shortcomings and the necessary adjustments made to achieve project outcomes. The Project Manager will also be responsible for any national or

international service provider and the recruitment of specialist services (with due consultation with the PSC).

138. Figure 4 shows the organizational chart of the project.

**Figure 4. Project Organization Chart**



\*At each protected area site level the MWCT Park Warden, assisted by WCS technical experts, will be the focal point responsible for implementation of site based field activities.

## **Part V: Monitoring Framework and Evaluation**

### **5.1 Monitoring and project reporting**

139. Project monitoring and reporting will be done according to the UNDP Project Document and GEF procedures and undertaken by the Project Manager, WCS in cooperation with the MWCT and a team of independent consultants for the mid-term and final evaluations. The Project Results Framework (Table 7) provides performance indicators for project implementation together with the corresponding means of verification. In addition to the PRF, the METT Scorecard, the Financial Sustainability Scorecard and the Capacity Development Scorecard will be used to monitor progress and project effectiveness.

140. The Monitoring and Evaluation plan includes a series of regular reports and reviews which have been outlined in the UNDP Project Document. They include: quarterly and annual reports and an evaluation. The M&E plan will be discussed and finalized at the start of the project and when a set of indicators, means of verification, project activities has been agreed upon.

141. The project will be inaugurated by a Project Inception Workshop (PIW) which will be held some two month before the start of the project together with those who have been assigned roles in the project (WCS, MWCT, etc), project team, UNDP country office representatives, USAID and other co-financing partners.

#### Project Inception Workshop

142. The objective of the PIW is to:

1. assist the project team and partners to understand of the project's goal and objective
2. finalize the preparation of the first annual work plan
3. introduce project staff with the UNDP/GEF team which will support project implementation
4. provide a detailed review of UNDP/GEF adaptive management, reporting, monitoring and evaluation procedures
5. review reporting, monitoring and evaluation requirements of UNDP/GEF.

#### Project monitoring

143. The Project Manager (with inputs by the UNDP country office and the GEF coordinating unit) will be responsible for documenting progress, as well as determining the project's performance/impact indicators. Included in the monitoring program are the following activities:

1. project review meetings will be agreed upon by the project management and project implementation partners which include a schedule for the Project Steering Committee and the presentation of Monitoring and Evaluation reports
2. day-to-day monitoring will be done by the Project Manager based on the annual work plan and its indicators
3. annual monitoring will occur through the Project Steering Committee on the basis of project implementation reports and annual review reports submitted by the Project Manager
4. measurement of impact indicators will occur with the completion of various financial, capacity and management scorecards by which to evaluate project progress and which will be done during the mid-term evaluation and final evaluation

5. periodic monitoring of implementation progress will be undertaken by the UNDP country office at their quarterly meetings with the project team
6. an annual site visit by members of the UNDP country office as well as a representative from the GEF coordinating unit and any member of the Project Steering Committee
7. presentation of the final report, which has been prepared by the Project Manager, to see whether the project objectives and outputs have been achieved and what lessons and have been learned

144. The Project Manager in conjunction with the UNDP/GEF team will be responsible for the submission of the following reports which document project progress and activities:

#### Project reporting

145. *Quarterly progress reports* are short reports which will be sent to the UNDP country office and the regional UNDP/GEF coordinating unit by the project team. Any risks will be analyzed and updated according to the evolving situation in the Southern Sudan. These progress reports will be harmonized with quarterly reporting formats, timing, and obligations to USAID to streamline the reporting load.

146. *Annual project review report and annual project implementation report.* The annual project review report covers the first year of project implementation and is prepared by the Project Manager and submitted to the Project Steering Committee. It is based on the ATLAS standard format for the Project Progress Report. The report combines both UNDP and GEF reporting requirements and consists of the following: progress made to project objectives and outcomes; lessons learned; expenditure reports; risk and adaptive management.\

147. The annual project implementation report is mandated by GEF and it is an essential tool by which the UNDP country office, together with the project team, review project implementation after the first year. The report should be prepared sometime during the middle of the year and submitted in September of that year.

148. *Project site visits and reports.* The UNDP country office and members of the Project Steering Committee will conduct an annual visit to project sites based on an agreed schedule during the project inception report. Subsequently a field visit report will be prepared and distributed no less than one month after the site visit.

149. *Mid-term project cycle reports.* The project will be evaluated by a team of evaluators during the middle of project implementation. The evaluation will identify progress made towards achieving outcomes and will identify possible modifications if necessary. It focuses on the effectiveness of the project implementation and it will highlight issues requiring decisions and actions. Recommendations for enhanced implementation will be made for the final leg of the project, The TOR's for the mid-term review will be developed and proposed by the Project Manager, UNDP country office, WCS and the MWCT. The adoption of the TORs and selection of the evaluation team members will be undertaken by the PSC.

150. *End of project report/terminal report.* Three months before the end of the project there will be an independent final evaluation, done in accordance to UNDP/GEF guidelines. The evaluation will focus on delivery of the project's results, contribution to capacity building and the achievement to global environmental benefits. The GEF focal area tracking tools will be completed during the final evaluation. The TORs for the evaluation will be developed and proposed by the Project Manager, UNDP country office, WCS and the MWCT. The adoption of the TORs and selection of

the evaluation team members will be undertaken by the PSC. The evaluation will also recommend follow-up activities. These recommendations will be filed at the UNDP evaluation resource centre.

151. During the last three month, the project team will prepare a project terminal report which includes achieved results, lessons learnt, problems met and areas where results may not have been achieved. Recommendation will be made as to further steps to ensure project sustainability.

152. *Technical reports* are detailed documents covering specific areas of activity and key research topics which have been recommended by the project team. Technical reports can either be prepared by the project management team or by hired consultants. These reports will be used to disseminate relevant information and best practices in specific areas of management and conservation.

153. *Project publications* are a way of publishing and disseminating project results and achievements. Publications might be scientific or more informal in nature. The project team will decide on whether to publish the reports in international journals or in other less formal types of publication or whether they should be published in a series of Project Technical Reports edited and brought out by the project team.

## **5.2 Independent evaluations, audits and financial reporting**

154. The project will be subjected to two independent evaluations done by external consultants, these include:

155. The *mid-term evaluation* will take place at the mid-point of project implementation in July 2012. The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The TORs for this evaluation will be developed and proposed by the Project Manager, UNDP country office, WCS and the MWCT. The adoption of the TORs and selection of the evaluation team members will be undertaken by the PSC. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#). The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

156. The *final evaluation* will be done 3 months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The GEF focal area tracking tools will be completed during the final evaluation. . The TORs for this evaluation will be developed and proposed by the Project Manager, UNDP country office, WCS and the MWCT. The adoption of the TORs and selection of the evaluation team members will be undertaken by the PSC. The evaluation will also recommend follow-up activities. These recommendations will be filed at the UNDP evaluation resource centre.

157. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons

learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results

158. The Project Manager, through the Project Steering Committee, will provide the UNDP resident representative with certified annual financial statements and a final *audit* of the financial statements at the end of the project, relating to project funds and according the established UNDP procedures. The audit will be conducted on the UNDP-GEF funds according to UNDP financial regulations, rules and audit policies by an internationally recognized auditing firm engaged by WCS.

159. Table 10 provides a summary of monitoring and evaluation activities as required in the UNDP project document.

**Table 10. M&E Activities, Responsibilities, Budget and Time Frame**

Type of M&E Activity	Responsible Parties	Budget (US\$)	Time Frame
Inception workshop	Project manager UNDP country office	Indicative Cost: 15,000	Within first two months of project start up
Inception report	Project team	None	Immediately following inception workshop
Measurement of means of verification for project purpose indicators	Oversight by project manager Project team	Indicative Cost: 15,000	Start, mid and end of project
Measurement of means of verification for project progress and performance (measured on an annual basis)	Oversight by project manager Project team	Indicative Cost: 20,000 Cost to be determined as part of the annual work plan's preparation.	Annually prior to annual review report/project implementation review and to the definition of annual work plans
Annual review report project implementation review	Project team UNDP country office UNDP/GEF regional coordinating unit	None	Annually
Quarterly progress reports	Project manager	None	Quarterly
Periodic status/progress reports	Project manager UNDP country office	None	Quarterly
Mid-term evaluation	Project manager & team UNDP country office UNDP/GEF regional coordinating unit External consultants (i.e. evaluation team)	Indicative Cost: 40,000	At the mid-point of project implementation.
Final evaluation	Project manager & team UNDP country office UNDP/GEF regional coordinating unit External consultants (i.e. evaluation team)	Indicative Cost: 40,000	At the end of project implementation
Terminal report	Project manager & team UNDP country office	None	At least one month before the end of the project
Lessons learned	Project team UNDP/GEF regional coordinating unit	12,000 (3,000 per year)	Annually
Audit	UNDP country office Project team	Indicative Cost: 10,000	Annually
<b>TOTAL INDICATIVE COST</b> <i>Excluding project team staff time and UNDP staff and travel expenses</i>		US\$ 152,000	

### 5.3 Learning and knowledge sharing

160. Project results will be disseminated through a variety of channels. In addition senior project personnel will be asked to attend UNDP/GEF sponsored workshops and networks where persons from similar project will be able to discuss and share experiences. The project will identify, analyze



and share lessons learned with other project teams so that they might be incorporated in the design and implementation of similar future projects. Lessons learned is an ongoing process which needs to be documented and communicated on an annual basis. UNDP/GEF will provide the suitable format with which to document lessons learned.

## **Part VI: Legal Context**

### **6.1 Standard basic assistance agreement**

161. A project cooperation agreement will be signed between the implementing agency-WCS and UNDP to guide implementation.

162. The March 2007 cooperation agreements between the GoSS and MWCT and WCS will provide the legal framework for cooperative implementation of the project.

145. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document

## Annex I. Terms of Reference for Key Project Personnel

Position	<u>Duties and Responsibilities</u>	<u>Qualifications</u>
<p><b>Project Manager</b> - Executing Agency Representative – WCS Director (Southern Sudan)</p>	<ul style="list-style-type: none"> <li>• Ensure the timely and effective implementation of the project</li> <li>• Supervise and coordinate activities and production of project outputs</li> <li>• Supervise and coordinate the work of project staff, consultants and any other sub-contractors</li> <li>• Recruit and manage project personnel</li> <li>• Prepare financial plans and budgets as required by UNDP</li> <li>• Liaise with UNDP, MWCT, relevant Government agency and donors/NGO's</li> <li>• Oversee the timely submission of reports, reviews and other documentation required by UNDP, GEF, Project Steering Committee</li> <li>• Disseminate any relevant information about the project as and when necessary</li> <li>• Report project progress to the Project Steering Committee and donors</li> <li>• Assist Southern Sudanese nationals in acquiring relevant skills and experience through workshops and on-the-job training.</li> </ul>	<ul style="list-style-type: none"> <li>• A PhD or MS degree in wildlife management, environmental science or other related field</li> <li>• More than 15 years experience in African wildlife conservation and management</li> <li>• More than 10 years of experience in project/programme management</li> <li>• Working experience with the MWCT and the Government of Southern Sudan</li> <li>• Experience in coordinating large, multi-stakeholder projects</li> <li>• Ability to administer budgets, supervise staff at all levels and interact with local stakeholders and Government officials</li> <li>• Strong drafting, editing, reporting and presentation skills</li> <li>• Computer efficient</li> <li>• Excellent writing and communication skills</li> </ul>
<p><b>2. Project Assistant Manager</b> (Full time position recruited by Executing Agency)</p>	<ul style="list-style-type: none"> <li>• Work with the Project Manager to provide technical support to implementation of project activities at central and site level protected areas</li> <li>• Collect, register and maintain all information on project activities</li> <li>• Contribute to the preparation and implementation of progress reports</li> <li>• Maintain project correspondence and lines of communication</li> <li>• Support the preparation of work plans</li> <li>• Assist in logistical organization, field visits, workshops and meetings</li> <li>• Maintain a proper filing system and office administration</li> <li>• Perform other duties as and when required</li> </ul>	<ul style="list-style-type: none"> <li>• A MS or PhD degree in wildlife management, environmental science or other related field</li> <li>• More than 5 years experience in African wildlife conservation and management</li> <li>• More than 5 years of experience in project/programme management</li> <li>• Working experience with the African Governments</li> <li>• More than 5 years experience of administration</li> <li>• financial expenditure and track accounts</li> <li>• Ability to correspond effectively and different stakeholders and organizations</li> <li>• Computer efficient</li> </ul>

		<ul style="list-style-type: none"><li>• Excellent writing and communication skills</li></ul>
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## Annex II. Co-financing Letters of Support



Global Conservation Programs

April 22, 2010

Ms. Monique Barbut  
CEO and Chairperson  
Global Environment Facility  
1818 H Street, NW  
Washington, DC 20433  
USA

Dear Ms. Barbut:

This letter confirms that WCS through its existing cooperative agreement with USAID for the project "Conservation of biodiversity across the Boma-Jonglei Landscape" will be able to mobilize \$3,400,000 co-financing in the form of cash in complement to GEF funding (\$3,820,000) for the project (UNDP GEF PIMS NO. 4000 GEF Project ID 3748) entitled "Launching Protected Area Network Management and Building Capacity in Post-conflict Southern Sudan".

We look forward to working with the Government of Southern Sudan, GEF, UNDP, and USAID to undertake this project which will ensure that critical progress be made in laying a foundation for the development of a sound wildlife and protected areas conservation system for the region.

Sincerely yours,

A handwritten signature in black ink, appearing to read "John G. Robinson", written over a horizontal line.

John G. Robinson, Ph.D.  
Executive Vice President,  
Chief Conservation Officer



**GOVERNMENT OF SOUTHERN SUDAN**  
**MINISTRY OF WILDLIFE CONSERVATION AND TOURISM**  
**Under Secretary's Office**

Date: April 20, 2010

Ref: Co-financing support from the Ministry of Wildlife Conservation and Tourism,  
Government of Southern Sudan

Dear GEF Representative,

This letter confirms that the Ministry of Wildlife Conservation and Tourism of the Government of Southern Sudan is committed to co-financing \$1,000,000 in the form of in-kind (payment of Ministry personnel salaries), as a complement to GEF funding for the project (UNDP GEF PIMS NO. 4000 GEF Project ID 3748) entitled "Launching Protected Area Network Management and Building Capacity in Post-conflict Southern Sudan".

The Government of Southern Sudan greatly appreciates the assistance of GEF for the project and looks forward to working with GEF, UNDP, and WCS to undertake this project in complement to the ongoing USAID support. These efforts will ensure that critical progress be made in laying a foundation for the development of a sound wildlife and protected areas conservation system for the region.

Sincerely yours,

  
WILDLIFE CONSERVATION  
AND TOURISM

Lt. General Frazer Tong  
Undersecretary, Ministry of Wildlife Conservation and Tourism  
Government of Southern Sudan, Juba

## **Annex III. METT, Capacity Development, and Financial Scorecards**

**See attached files**

- **Management Effectiveness Tracking Tools**
- **Capacity Development Scorecard**
- **Financial Sustainability Scorecard**

## Annex IV: Signature Page

### Country: Sudan

**UNDAF Outcome (s)/Indicator (s):** By end of 2012, poverty especially among vulnerable groups is reduced and equitable economic growth is increased through improvements in livelihoods, food security, decent employment opportunities, sustainable natural resource management and self reliance;

**CPAP Outcome (s)/Indicator (s):** Strengthened capacity of national, sub-national, state and local institutions and communities to manage the environment and natural disasters to reduce conflict over natural resources.

**CPAP Output (s)/Indicator (s):** 1. National and sub-national, state and local institutions and communities capacities for effective environmental governance, natural resources management, conflict and disaster risk reduction enhanced.  
2. Comprehensive strategic frameworks developed at national and sub-national levels regarding environment and natural resource management.

**Executing Entity/Implementing Partner:** NGO Execution Modality – WCS in cooperation with the Ministry of Wildlife Conservation and Tourism of the Government of Southern Sudan (MWCT-GoSS)

**Implementing entity/Responsible Partner:** United Nations Development Programme

Programme Period:	2010 - 2014	Total resources required	US\$ 8,220,000
Atlas Award ID:	00060471	Total allocated resources:	_____
Project ID:	00076148	• Regular	_____
PIMS #:	4000	• Other:	_____
Start Date:	September 2010	GEF	US\$ 3,820,000
End Date:	January 2015	Government (In-kind)	US\$ 1,000,000
Management Arrangement:	NGO Execution	Other (WCS)	US\$ 3,400,000
PAC Meeting Date:	April 2010	In-kind contributions	_____

*Agreed by (Government):*

NAME	SIGNATURE	Date/Month/Year
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*Agreed by (Executing Entity/Implementing Partner):*

NAME	SIGNATURE	Date/Month/Year
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*Agreed by (UNDP):*

NAME	SIGNATURE	Date/Month/Year
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