WWF Feasibility Study for a BMZ-BENGO Project Proposal

TERMS OF REFERENCE

Version of September 15, 2020
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Terms of Reference for this Service Procurement

Applicable law: Public Procurement Law of Germany and BMZ’s Contract Award Procedure for Supplies and Services

Contracting agency: WWF Germany, Reinhardtstraße 18, 10117 Berlin, Germany

Type of contracting agency: Non-profit, non-governmental, charity organisation

Title: Procurement of Services: WWF Feasibility Study for a BMZ-BENGO Project Proposal on emergency and climate change adaptation in community managed areas in East Africa (namely Kenya, Tanzania, Zimbabwe and Zambia)

Type of Contract: Consulting Services

Consulting services will include the following four Work Packages:

Offers can be made for all, one or several packages

1. Technical feasibility of activities/investments and related baselines
2. Stakeholder analyses, assessment of Environmental and Social Safeguards (ESSF) and mitigation plans
3. Due diligence of partner organizations/fund recipients with regard to capacities for effective administration (e.g. procurement, contracting of service providers, reporting)
4. Due diligence of partner organization/fund recipients with regard to capacities for the effective financial management of project funds

Composition of the Consulting Team (3 Consultants):

1 International Lead Consultant, with overall responsibility for delivery on the four work packages in four countries, for the final compilation of four country reports (Kenya/Tanzania, Zambia, Zimbabwe) into one comprehensive report and as supervisor of national consultants, if the lead consultant is based/resident in one of the countries, the lead consultant can also take over the role of a national consultant

1 National Consultant Kenya, responsible for delivery on the four work packages focusing on partners, target groups and target areas in Kenya

1 National Consultant Tanzania, responsible for delivery on the four work packages focusing on partners, target groups and target areas in Tanzania

1 National Consultant Zambia, responsible for delivery on the four work packages focusing on partners, target groups and target areas in Zambia (see work package Zambia)

Deliverables (5 Lots):

4 separate country reports Kenya/Tanzania, Zambia, Zimbabwe) on baselines, feasibility, ESSF and due diligence, one for each country; 1 comprehensive report as a compilation of both country reports

Award criteria: Price is not the only award criterion and all criteria are stated in the procurement documents

Duration of the contract:

Estimated Start of the contract: start asap 2020 – November 01.2020

The contract is subject to renewal: no

Information about funds:

The procurement is related to a project and/or programme financed by the German Government, BMZ (grant) and Project Partners (own funds)
Additional information:
Right of the granting governmental organization for audit according to the project approval

Type of procedure: Negotiate procedure after invitation

Time limit for sending the proposals: September 28., 2020

Time limit for sending questions to this tender is: 2 days before the deadline

Opening of the tenders: 1 day after the deadline for sending, at WWF Berlin Office

Language in which tenders are requested: English

Address where the tenders shall be send, duly signed (scan send via email is sufficient), within the time limit:

WWF Germany, Johannes Kirchgatter (Johannes.kirchgatter@wwf.de), email tender sufficient/ Postcode 100037
1) Introduction

In the project regions proposed here, southern Kenya and northern Tanzania as well as the Kavango-Zambezi region of Zambia and Zimbabwe in eastern and southern Africa, unique ecosystems of outstanding importance for the protection of global biodiversity are found. In both project regions there are still large continuous natural areas with viable populations of numerous endangered species. At the same time, the people living here are particularly dependent on the conservation of these ecosystems, their biodiversity and their services. Nature tourism is overall one of the most important economic sectors in the region and the project countries proposed here. Along with the primary sector, which is also dependent on functioning ecosystems and is determined here primarily by pasture and forest management and to a lesser extent by rain-fed and irrigated farming, it generates income for the majority of the local population. In the two project regions, the conservancies and management areas play a decisive role in protecting and preserving these ecosystems (these areas, which are managed by the local communities themselves, have different names and legal status in the four countries, in particular 7 "Conservancies" and "Conservation Areas" in Kenya, 4 community managed areas (CBRMAs) in Tanzania and 4 "Buffer Zones" managed by community initiatives in the vicinity of national parks in Zimbabwe and Zambia). Not only do they contribute significantly to the protection of these ecosystems with a considerable proportion of protected or sustainably used areas, but they also provide functioning models of how ecosystems can be managed in a participatory way and how they can be given a higher value. However, the ecosystems mentioned above are increasingly affected by the impacts of climate change, such as more frequent droughts and sporadic heavy rainfall, which are exacerbated by increasingly unsustainable forms and intensities of use, such as overgrazing, a growing population and an increased economic development pressure. At present, municipal areas and their local communities are also particularly hard hit by the global Covid 19 pandemic, which has drastically reduced tourism and thus the income of communities and protected areas - to almost zero. Numerous conservancies and their functions are threatened by this. There is therefore both an urgent need for adaptation and diversification of income flows and a short and medium-term need for support to maintain and strengthen the proven community structures for the future and to adapt them to the rapidly changing climate and economic conditions.

This objective is addressed by 5 concrete project outputs and corresponding packages of measures specifically tailored to each municipal area:

1. The 15 conservancies and management areas addressed will be strengthened by the project in such a way that they have increased climate resilience and can effectively carry out the necessary adaptation and effective protection of their biodiversity and ecosystems
2. The project generates improved and diversified, climate-change-adapted income both for the communities and their households and for the community management and protected area structures
3. The project creates improved capacities for climate change adaptation within the local communities and the structures of conservancies and management areas.
4. Improved forest, fire and pasture land management improves the climate resilience of key ecological and economic habitats.
5. Environmental and social safeguards (ESSF) in relation to climate adaptation and all project activities are established

Being committed to nature conservation worldwide and having common goals with the BMZ, WWF Germany is negotiation a funding opportunity with the BMZ with the following key data:

**Title:** Climate change adaptation support for South-East African community managed areas (CBNRM)

**Goal:** Improved conservation of key ecosystems and enhanced climate resilience of local communities in south-eastern Africa

**Countries:** Kenya, Tanzania, Zambia, Zimbabwe

**German Executing Agency:** WWF Germany

**(Local) executing agencies:** WWF Kenya / WWF Tanzania (TCO) / WWF Zambia (ZCO) / WWF Zimbabwe (WWF Zim-CO)

**Duration:** 6 months, starting 01.11.2020 – 30.04.2021

**Programme volume:** A maximum of 6,6 Mio. EUR (5,5 Mio. € BMZ funding / 1,1 Mio. EUR (10%) WWF own funding). Proposed is a budget of 1,1 mio. € incl. matching funds for Zimbabwe and Zambia, 5,5 mio. € incl. match for Tanzania and Kenya, with a min. of 51% of the budget (combined) going to Tanzania and Zimbabwe

**Direct target groups:** Local communities, especially women and vulnerable groups in the addressed community conservation and management areas (conservancies/wildlife management areas/community forests/village land forest reserves and areas in their vicinity) in the Tanzanian-Kenyan transboundary area and CBNRM initiatives in Zimbabwe and Zambia will profit from an improved ecosystem management to successfully protect their biodiversity, adapt to climate change and improve rural livelihoods.
Indirect target groups: Community associations (Kenian Wildlife Conservancy Association (KWCA), Community Wildlife Management Area Consortium (CWMAC), Tanzania Natural Resource Forum (TNRF), Community Forest Associations (CFA) and other civil society organization/ locally active NGOs will profit from increased capacities to support local communities and their management bodies in the planning, implementation and impact monitoring of climate change adaptation measures. In Zimbabwe the CAMPFIRE Association (CA) will be able to support livelihoods, income and ecosystem resilience in two community initiatives in 2 project areas, which are especially hard hit by climatic events. In Zambia, the same will be supported through national NGO’s such as GRI and Panthera, which will work to strengthen local level community resource boards and their members.

Rationale / Purpose
The purpose of this feasibility study is to provide a sound basis for the implementation of the proposed climate change adaptation measures within the proposed time frame including the screening and mitigation planning for related environmental and social safeguards, according to WWF’s Environmental and Social Safeguards Framework (ESSF).

The study is expected to assess the feasibility of proposed activities and investment within the short time frame available for implementation and will give recommendations on investment decisions and overall program implementation. In addition, it will collect missing baseline information, assess the need for environmental and social safeguards and recommend on necessary mitigation measures.

Please refer to annex for a project concept including impact matrix. A detailed budget and activity description including climate-related indicators per country will be provided during the study.

Scope
The study is expected to cover the addressed community conservation and management areas (CBNRM initiatives) in the Tanzanian-Kenyan transboundary area as well as in Zambia and Zimbabwe.

Methodology
The feasibility study is to be designed and conducted as a country-specific desk study combined with interviews as well as field visits to selected key sites in the four countries (as needed and COVID19 restrictions allow, preferably by resident/ national consultants). The contract will include preparation and write-up of country-specific reports. The consultants will participate in inception and debriefing workshops. Each consultant is expected to use the following approaches in a good mix:

a) Desk review of the project concept, similar project documentations, project reports, ESSF documents, administrative guidelines, best practice standards and
office manuals/handbooks of partner organizations describing administrative and financial management procedures

b) Desk review of CBNRM related laws and legislations in Tanzania and Kenya

c) Interviews with WWF Germany, WWF Kenya and WWF Tanzania, WWF Zimbabwe and WWF Zambia focal points

d) Interviews with KWCA, CWMAC, TNRF, Campfire, GRI and Panthera and other local NGOs operating in the selected target areas to assess their capability to implement the activities within the short time span

e) Interviews with government agencies (Kenyan Wildlife Service (KWS), Tanzanian Wildlife Authority (TWA), Ministries, county governments and their wildlife, forest, water, agriculture and livestock departments), National departments of parks and wildlife in Zimbabwe and Zambia, Ministry of agriculture, the respective provincial government agencies (if needed)

f) Interviews with community based organisations such as CFAs / scientific & research institutions and CRB´, RDC´s.

g) Field visits (maximum 7 travel days per country) to selected target areas to complement missing baseline data, to ensure free, prior and informed consent (FPIC) by communities on all planned activities and investments and to conduct a comprehensive ESFF screening and mitigation planning

With respect to a) the following documents should be consulted:
- Current documents on proposed activities and investments, administrative and financial management of partner organizations as fund recipients
- BMZ / BENGO documents relevant for the project: handout and guidance on Impact matrix, BMZ Human Rights Strategy and related BMZ and international guiding principles on environmental and social safeguards (such as IFC Performance Standards, UNDP Framework on Social and Environmental Standards etc.); Translation of ANBest-P Guidelines
- Background information relevant for the region and proposed goals, including BENGO guidelines and other relevant documents
- Documents generated by WWF Germany: technical reports, reviews etc.
- WWF Environmental and Social Safeguard Framework and related guidelines

With respect to b) the following documents should be consulted:
- Official documents, especially regarding the national legal frameworks on CBNRM
- Key reference to CBNRM legislations including legislation and policies on safe and fair access to land by communities and on specifics/differences of conservancies (Kenya) and WMAs (Tanzania)
- Legislations on wildlife, forest, water, agriculture and rangelands incl. land tenure arrangements

With respect to c) the following staff members should be consulted:
- Johannes Kirchgatter, Programme Officer Southern & Eastern Africa, WWF Germany
- Brit Reichelt-Zolho, Senior Program Manager S&E Africa, WWF Ger
- Raphael Laguerre, Project Finance & Administration Manager May Hokan, Program officer S&E Africa, WWF Ger
Dr. Martin Mulama, Rhino Program Coordinator, WWF Kenya
Dr. Yussuf Wato, Program Manager Species, WWF Kenya
Prof. Dr. Noah Sitati, Wildlife Species Expert, WWF Tanzania
Rolf-Dieter Sprung, WWF SOKNOT Coordinator, WWF Tanzania
Alleta Njahuye and Itay Chibaya (WWF Zimbabwe)
Moses Nyrienda, Norman Rigava and Conrad Muyaule (WWF Zambia)

With respect to d) the following staff members should be consulted:

For KWCA: Dickson Kaelo
For TNRF: Zakaria Faustin
For FZS: Dr. Michael Thompson
Campfire Association: Charles Jonga (Email: CJonga@campfirezimbabwe.org. OR cjonga@yahoo.com), Mobile +263 7 72599102
GRI: Spot Beati
Panthera: Kim Young-Overton

With respect to e) the following external partners (and stakeholders) should be interviewed during the appraisal mission:

- Kenyan Wildlife Service (KWS), Tanzanian Wildlife Authority (TWA), Ministries, county governments and representatives of their wildlife, forest, water, agriculture and livestock sector departments
- National departments of parks and wildlife in Zimbabwe and Zambia, Ministry of agriculture, the respective provincial government agencies (if needed) – contacts to be provided by the country offices

Interviews should address e.g. assessment of practical implementation of forestry/land use legislation especially concerning safe and fair access to forest land and benefits for communities, the current state of a national FLR strategy and the AFR 100 commitment/ process. For Zimbabwe and Zambia, interviews should address, the support that these government institutions can provide for fast and effective implementation of the activities, current status of conservation area management in times of COVID19 and any barriers to implementation that may arise out of this,

f) Interviews with potential project partners
KENYA: KWCA
TANZANIA: TNRF, FZS
Zimbabwe: RDC’s (contacts to be provided by the country office)
Zambia: CRB’s (contacts to be provided by WWF Zambia)

g) Field visits to selected target areas (see list of prioritized areas as Annex) and potential implementation sites and interviews/culturally appropriate consultations with potential target group (community representatives) according to international guiding principles such as FPIC. During field visits/ identification of implementation sites special focus should be given to the potential numbers and specifics of project beneficiaries (including baseline and potential target values)
Relevant preparatory documents will be provided by WWF Germany.

2) BASELINES AND FEASIBILITY

As appropriate per country, the study is expected to give specific information on

- Main threats incl. climate change/COVID19 impacts on ecosystems and rural livelihoods
- Actual community responses to climate change impacts (e.g. other ongoing or planned climate–related projects, applied climate smart agricultural practices, sustainable farm and rangeland management models/projects/pilots implemented, alternative income opportunities/business models).
- Access the potential of the proposed activities by the project (horticulture, solar businesses etc) to become viable alternatives to tourism income.
- Actual number of people participating, actual income generated and actual private sector involvement in existing community–based SMEs
- Number of beneficiaries (communities, HH´s, SME´s etc) per project area
- Current number and ‘planned versus actual ratio’ of management and field staff operating in selected conservancies and WMAs (e.g. vacant versus non-vacant positions)
- Current performance with regard to planned versus actual completion (%) of management-/field activities and related staff times/working hours (for example, planned versus actual weekly or monthly patrolling hours of game scouts and community scouts)
- Minimum costs required to be covered in order to sustain effective protection, management and monitoring of wildlife and habitats in each CBNRM area
- Current operational costs for office/tourism infrastructure etc., salaries and equipment/vehicle maintenance
- Current costs of leases
- Current total cost/income ratio and finance gap (also related to COVID-19 tourism decline) to ensure effective management incl. game scout salaries, Resource monitor subsidies, lease payments and other benefits communities used to obtain from Tourism income (relevant to CBNRM initiatives)
- Proposed additional investments for infrastructure restoration and improvement
- Role of local key stakeholders to ensure effective implementation of activities and investments within project cycle (November 2020 - April 2021)
- Risks and assumptions with regard to timely implementation of activities and investments within project cycle (November 2020 - April 2021)
- Identify the current extend of HWC conflict, wild fire incidents and snaring in the relevant project areas and check if the recommended actions are appropriate and sufficient
- Identify the most feasible activities per output and country within the allotted time and budget OR carry out a rigorous reality check of proposed activities and budgets
3) STAKEHOLDER ANALYSES, ENVIRONMENTAL AND SOCIAL SAFEGUARDS (ESSF)

Description of project executing organisations, the direct & indirect target groups and other stakeholders, stakeholder relations, current conflicts and conflict potentials, risk analysis and mitigating measures (according to WWF templates for ESSF Screening and mitigation planning):

- Who are relevant stakeholders and partners in the proposed programme and why? (local, national and regional level)
- What is the expected role / responsibility of each relevant stakeholder and partner in the programme?
- Are there overlaps or conflicts of interest between key stakeholders/ partners? What level of coordination and interaction between the programmes stakeholders is recommended in order to achieve the projects results (recommendations for project management set up)?
- Where are risks of overlaps/ chances of synergies/ with existing projects/ programs, how can the proposed project successfully be embedded in the respective national context? How can the proposed programme be coordinated within existing structures, the political and technical precincts?
- Do the potential partners have the capacities to implement the planned programme? If not what support would they need to build it in due time?
- To what extent do the stakeholders identify with the programme and are willing to make it a success?
- Which civil society actors/ NGOs/ CSOs /CBOs are interested in the programme and could become partners (and which role could they take on)?
- Which private sector actors are interested in the programme and could become partners (and which role could they take on)?
- What synergy effect can be created by the involvement of identified stakeholders and coordination with existing programmes?
- What upscaling potential can be identified?
- How can learning, cooperation, knowledge management, communication and networking approaches between implementing partners and beyond be included in the programme concept? Which approaches are recommended?
- Potential environmental risks and negative impacts associated with planned activities and investments such as impacts on wildlife populations, habitats, forest and water resources, farms, rangelands and livestock and others
- Potential social risks and negative impacts associated with planned activities and investments such as violations of human and indigenous rights, discrimination of women, indigenous people, minorities and handicapped people, unfair benefit distribution and others
- Free, prior and informed consent of target groups to ensure broad consensus of community members and other stakeholders in all planned activities and investments
- Stakeholder engagement plan to ensure the adequate participation of community members and other stakeholders in decision-making and implementation of all planned activities and investment.
- Mitigation plan to mitigate potential negative environmental and social impacts

(for further details refer to ESSF Screening Tool)

4) Due Diligence of Partner Organizations

- Institutional vision, mission and objectives:
- Internal standards and certificates (e.g. anti-corruption, social guidelines, human rights, labour rights, environmental standards)
- Procurement policy
- Membership in networks / alliances
- Motivation for cooperation with WWF Germany
- Turn-over of last three years
- Sources of income (public, private, national, international etc.)
- Capacity of co-funding for project
- Type of accounting system
- Is organization bankrupt or plan to file for bankruptcy with the court or are comparable proceedings opened regarding the capital of the organization or were such proceedings proposed or the proposal rejected for lack of financial volume?
- Is organization in liquidation or cessation of services?
- Did the company violate tax or social contribution payment obligations?
- Did the organization commit any other severe breach of regulations which might put into question the reliability as a project (implementing) partner or subcontractor?
- Has a person whose behaviour is associated with the organisation been legally convicted for illegal acquisition of financial assets, fraud or deception, bribery or corruption, tax fraud or avoidance, as part or initiator of a criminal and/or terroristic organisation?
- Experience in target region
- Experience of project staff/ consultants
- Experience with donor
- Project experience
- Does your institution have an Environmental and Social Safeguards Framework (ESSF) or do you consistently apply ESSF from other institution?
- Does your institution apply a grievance or project complaints mechanism?
- How do you handle complaints from external parties? How from internal parties?

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1 Refer to “Formblatt New Partner Projects..”, WWF Germany
5) ASSESSMENT OF THE PLANNED PROGRAMME BASED ON OECD/DAC CRITERIA

Criterion 1: Relevance
- To what extent are the objectives valid and relevant for the beneficiaries?
- Are the outputs on country level consistent with the outputs and outcome on programme level?
- Are the outputs and outcome of the programme consistent with the intended impacts and effects?
- What are necessary external factors / conditions to achieve the projects results (assumptions)?

Criterion 2: Effectiveness
- To what extent are the objectives achieved / are likely to be achieved (on country level / on programme level)?
- What are the major factors influencing the achievement or non-achievement of the objectives (for each country / on programme level)?

Criterion 3: Efficiency
- Can the objectives be achieved within the given time frame?
- Is the programme designed in the most efficient way compared to alternatives?
- What would the general outline of an appropriate management structure for an efficient project set up look like in the respective country and for overall programme steering?

Criterion 4: Impact
- What is expected to happen as a result of the programme – in regards to societal and political impact?
- What difference will the programme make – for civil society and economic actors / communities / political stakeholders in the programme countries?
- Who is affected / benefitting directly / indirectly by the programme?

Criterion 5: Sustainability
- To what extent will the benefits of the programme continue after funding?
- What are major factors influencing the achievement or non-achievement of sustainability of the programme?

Criterion 6: Coherency, Complementarity
- Coherency and complementarity to BMZ priorities for the region: Does the project make a clearly aligned and meaningful contribution to BMZ goals and local priorities as described in their call for proposals, Bengo guidelines and strategy documents?
- Is this approach complementary to relevant BMZ supported projects/programs in the region? How does it relate to other internationally supported projects in the respective areas and national programmes?
6) EXPECTED DELIVERABLES; TIMELINE AND COSTS

<table>
<thead>
<tr>
<th>Major Evaluation Task/Deliverable</th>
<th>Dates / Deadline</th>
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</thead>
<tbody>
<tr>
<td>Preparation (Desk review and arrangement of interviews)</td>
<td>Starting asap</td>
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<tr>
<td>Interviews, stakeholder meetings</td>
<td>Till Oct 15, 2020</td>
</tr>
<tr>
<td>Reports (Baseline, feasibility, ESSF, due diligence: max 30 pages per country report, max. 40 for compilation document, ESSF according to templates) drafted and circulated to relevant staff, Briefing on preliminary findings</td>
<td>November 1, 2020</td>
</tr>
<tr>
<td>Comment period / Availability for questions, calls</td>
<td>November 1, 2020</td>
</tr>
<tr>
<td>Report (max 40 pages) finalized by consultant and approved by person/organisation who commissioned the evaluation</td>
<td>November 1, 2020</td>
</tr>
<tr>
<td><strong>Total number of days</strong></td>
<td><strong>30 days</strong></td>
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</table>

7) PROFILE OF CONSULTANT

The consultancy will be conducted by one international and two national consultants. Each consultant will state that he/she does not have and never had any role in the project to be evaluated, and no hierarchical or other relationship with, or dependency from the project managers.

For further information and requirements please consult the Declaration of Honour form, as attached to the tender package.

The consultants will be responsible for the overall implementation of the respective country missions and the report writing.

Selection Criteria and Technical and professional ability

<table>
<thead>
<tr>
<th>Required Expertise regarding the team delivering the services</th>
<th>Proof to verify the compliance</th>
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<tbody>
<tr>
<td>The person/company shall not be in any of the situation that would exclude the applicant from this tender procedure</td>
<td>Signed declaration of honour (non-exclusion criteria form)</td>
</tr>
<tr>
<td>The absence of any professional or personal conflict of interest</td>
<td>Signed declaration of honour (non-exclusion criteria form)</td>
</tr>
<tr>
<td><strong>Required Expertise regarding the person or team delivering the services</strong></td>
<td><strong>Proof to verify the compliance</strong></td>
</tr>
</tbody>
</table>
At least 5 years of expertise to carry out quantitative and qualitative analysis, ESSF screening and mitigation planning related to the topic of this procurement

The tenderer must provide references for at least 3 projects that altogether demonstrate the requested capacity and were delivered in the last 3 years. The project references should include at least title, duration, geographical scope, public entity’s name and the type of the procurement procedure.

Sound knowledge of CBNRM models, country context and country specific challenges in Kenya and Tanzania as well as Zimbabwe and Zambia – at least 3 years of professional experience or at least the demonstration of the participation in 3 projects.

The tenderer must provide references for at least 2 projects that altogether demonstrate the requested capacity and were delivered in the last 3 years. The project references should include at least title, duration, geographical scope, public entity’s name and the type of the procurement procedure.

Technical competency on the issue to be evaluated: CBNRM policies/legislations, sustainable resource management (agroforestry, sustainable logging, conservation agriculture), sustainable conservation/buffer zone mgmt., Campfire, community development

Proof of education (university degree in a relevant subject)

Fluent in English language (C1 according to the European common reference system)

CV + project references

In-country experience in Africa at least 5 years, or at least 3 projects/consultancies carried out in the last 10 years.

CV with reference to the projects carried out in any African country

Award criteria

The contract will be awarded based on the most economically advantageous tender, according to the 'best price-quality ratio' award method. The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points. Tenders that receive less than 70% of the maximum possible mark for the whole quality evaluation or less than 60% for one of the quality criteria will be eliminated and their final score will not be calculated. Tenders that do not reach the minimum quality levels will be rejected and will not be ranked.

<table>
<thead>
<tr>
<th>Quality Criteria</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed project methodology</strong></td>
<td>30 point – minimum threshold 60% (18 points)</td>
</tr>
<tr>
<td>We ask the tenderer to give a significant offer on this matter</td>
<td></td>
</tr>
<tr>
<td>This criterion aims to assess the understanding of WWF needs and</td>
<td></td>
</tr>
</tbody>
</table>

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the proposed solution. Previous experience on tendering on behalf of third sector organisations (such as NGOs) is highly desirable.

<table>
<thead>
<tr>
<th>Evaluation capacity</th>
<th>30 points - minimum threshold 60% (18 points)</th>
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<tbody>
<tr>
<td>The tenderer should demonstrate his/her background on project planning/evaluation and his/her feasibility to carry out ex-post/ex-ante evaluation/and or project planning.</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Project management and quality control</th>
<th>20 points – minimum threshold 60% (12 points)</th>
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<tbody>
<tr>
<td>This criterion will assess the quality control system applied to the service foreseen in this tender specification concerning the quality of the deliverables, the language quality check, and continuity of the service in case of absence of the member of the team. The quality system should be detailed in the tender and specific to the tasks at hand.</td>
<td></td>
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<thead>
<tr>
<th>Understanding/ Knowledge of the project landscape/ country specifics/Work Packages</th>
<th>20 points – minimum threshold 60% (12 points)</th>
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<tbody>
<tr>
<td>Knowledge of BMZ’ and WWF’s vision on the role of civil society in community-based natural resource management, the way BMZ and WWF work and their programming cycle is desirable but not mandatory. Knowledge of community based Resource management and protected areas desirable, knowledge of geographic context, biodiversity and climate change impact desirable</td>
<td></td>
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| Total number of points                                                            | 100 points minimum threshold to reach is 60% (60 points) |

**Ranking of the offers/tenders**
The contract will be awarded to the most economically advantageous tender, i.e. the tender offering the best price-quality ratio in accordance with the formula below.

**A weighting of 80 - 20 is given to price and quality.**
After evaluation of the quality of the tenders, the evaluation committee will proceed with the financial comparison of the tenders retained for further consideration according to the following formula:

\[
\text{score for tender X} = \left[\left(\frac{\text{Lowest price}}{\text{Price of tender X}} \times 80\right) + \left(\frac{\text{Total quality score for all award criteria of tender X}}{100} \times 20\right)\right]
\]

**8) BUDGET, FUNDING, AND PAYMENT TERMS**
To be specified in the consultant contract according to the schedule below.

After contractual signature 10%
Final payment on approval of report 90%

Travel costs will be reimbursed as specified in the contract, following the rules & regulations of the German Travel Regulations (Bundesreisekostengesetz, BRKG) and WWF Internal Standards & Procedures.

Other Stipulations
Supplier compliance, code of conduct, conflict of interest

All bidders taking part in the tender have equal opportunities and the contracting authority ensures that the contract will be awarded to the bidder that offer provides the best price-quality ratio.

Bidders are requested to comply with the exclusion criteria requirements that are stated in the declaration of honour. Bidders are requested to declare any conflict of interest on the same form.

Before signing the contract with WWF Germany, the successful bidders will be requested to take on a note on the supplier code of codex on social requirements. This supplier code of codex will be integral part of the contract that WWF Germany signs with the successful bidder.
ANNEX A. Report format

Title Page
Report title, project or programme title, and contract number (if appropriate), Date of report, Authors and their affiliation, Map (if appropriate)

Executive Summary (between 2 to 3 pages in English)
Principal findings and recommendations, organized by the six assessment criteria

Acknowledgements

Table of Contents

List of Acronyms and Abbreviations

A. Introduction (max 3 pages)
   □ Purpose, objectives, and intended utilization of the feasibility study (reference and attach the ToR as an annex)
   □ Methodology and rationale for approach (reference and attach as annexes the itinerary; names of key informants; a list of consulted documents; and any tables containing project/programme information utilized in the exercise)

B. Project/Programme Overview
   (Summary plus max 3 pages per country, total max 15 pages)
   □ Concise presentation of the programme characteristics
   □ Concise summary of the purpose, rationale & programme design (ToC)
   □ Essential characteristics per country:
      ▪ Context & problem statement
      ▪ Stakeholders & beneficiaries
      ▪ Objectives, and strategies to achieve the programme goals

C. Key Findings, Conclusions and recommendations (max 10 pages)
   □ Findings organized by each of the six core evaluation criteria for the programme level and each countries specific context (attach as annexes tables, graphics, and other figures to help convey key findings)
   □ Conclusion and recommendation organized each of the six core evaluation criteria for the programme level and each countries

Annexes
   □ Terms of Reference
   □ Itinerary with key informants
   □ Documents consulted
ANNEX B. Templates

1. Context- / Problem- Analysis

Use PPMS Conceptual Model, problem tree or the following table:

<table>
<thead>
<tr>
<th>Ursachen/ Contributing Factors</th>
<th>Kernproblem, Herausforderung / Threats</th>
<th>Auswirkungen / Impact on Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the causes (ecological / economic / social / political) of the core problem?</td>
<td>What is the core problem / challenge to which the project wants to react?</td>
<td>What effects does the core problem have on protected objects (ecosystems/species/etc.) and target groups?</td>
</tr>
</tbody>
</table>
## 2. Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Power / influence on the project</th>
<th>Interest in the project</th>
<th>Role / point of connection to the project</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>What is the power / influence of the stakeholder? (high / medium / low?)</strong></td>
<td><strong>What is the stakeholder’s interest? Why?</strong></td>
<td><strong>In what way are these stakeholders connected with the project?</strong></td>
</tr>
<tr>
<td></td>
<td><strong>How can the stakeholder influence the project results? (Positive &amp; negative)</strong></td>
<td><strong>What expectations do they have?</strong></td>
<td><strong>What role does the stakeholder play in the project?</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Is it influenced by project results? (Positive, negative)</strong></td>
<td></td>
<td><strong>How should the stakeholder be involved?</strong></td>
</tr>
</tbody>
</table>

- What is the power / influence of the stakeholder? (high / medium / low?)
- How can the stakeholder influence the project results? (Positive & negative)
- Is it influenced by project results? (Positive, negative)
Annex C

3. Global Programme Handout

Global programmes should achieve higher impacts through the networking of individual projects. Higher structural impacts are achieved through cross-country and cross-thematic synergy effects and a focus on capacity development and advocacy. In terms of content, global programmes are dedicated to global challenges and supraregional crises (such as flight, climate change, pandemics, famine, etc.).

The volume of global programmes usually exceeds EUR 1.0 million. The duration is initially limited to 4 years, with the possibility of a subsequent phase. A global programme may take place in:

- one sector, at least 3 countries,
- one country, at least 3 sectors,
- several sectors, several countries,
- one country, one sector and at least 3 local institutions.

Synergy effects and strategic approaches must be demonstrated in order to achieve a common overall objective. In addition, global programmes should have effects not only at micro level, but in particular at meso and macro level (national and/or regional) and aim at systemic changes. After approval by BMZ, global programmes can also be used for particularly innovative approaches, e.g. for joint applications from several German NGOs.

**Differentiation:** In addition to global programmes, there are also transnational projects and projects implemented with several executing agencies or in different sectors. In contrast to global programmes, cross-country/sector/executing agency projects have their effects primarily at the micro and meso levels and their funding volume generally amounts to a maximum of EUR 1.0 million. Accordingly, the requirements of the Global Programme do not apply to transnational projects.

**Requirement** for the promotion of global programmes is the qualification of the private project-executing agency through:

- many years of experience with BMZ-funded projects (usually min. 10 years)
- the ability to implement multi-level approaches
- a high level of development and sectoral expertise
- broad access to different local partners (proof of cooperation experience with independent local partners in usually at least 5 countries)
- high financial mobilisation capacity (at least EUR 5 million annual turnover, exceptions are possible in justified individual cases after consultation with the BMZ)
- Completion of further training on administrative and technical issues relating to global programmes at bengo.

The implementation of a global programme does not increase the total amount of funding granted to a project-executing agency, but brings together several individual projects of the project-executing agency with the aim of achieving greater broad impact. Global programmes should be discussed in advance with the BMZ in sufficient time before the annual planning enquiry.
Procedural simplifications:

1. **Reduced administrative effort:** Only one application, only one planning phase (financing of a feasibility study incl. cross-country or cross-sector planning workshop) and only one technical and financial report for the entire global programme.

2. **Greater flexibility in implementation:** Up to 30% of the individual estimates of the overall financing plan can be rededicated without amendment.

3. **Possibility of a follow-up phase:** In order to scale the results of the first phase, it is possible to approve a follow-up phase, but this cannot be promised at the beginning of the first phase. Thus, a first project phase must also contain a demonstrably achievable and sustainably realizable goal and have an effect independent of a subsequent phase.

4. **Financing network activities and programme coordinator:** A programme coordinator can be financed in Germany or one of the partner countries. In addition to programme coordination, the programme coordinator is responsible for setting up network structures (financing of regional or sector workshops is possible). The coordinator should prepare and implement the transfer of coordination tasks to the local partners as part of an exit strategy and ensure that the networks are maintained beyond the end of the programme. Accordingly, personnel costs should be reduced wherever possible. However, the costs of the position, including the network activities, must not exceed a maximum of 10% of the total project expenditure.

5. **Reduced level of detail in the planning of activities:** The individual measures to achieve the outputs can be described by way of example with an "activity pool", the necessity of which must be derived from the impact matrix. The planned expenditures can be summarised in upper categories. The project-executing agency confirms in the application that only eligible expenditure is actually implemented and accounted for in accordance with the funding guidelines.

6. **Own resources:** In non-crisis countries, a 25% own contribution must be paid for global programmes. The own contribution for an overall programme is 10% if at least 50% of the measures are implemented in one or more crisis countries or if the global programme explicitly addresses a regional crisis context (civil war, revolts, flight, disasters) and is implemented in at least one crisis country.

**Conception of the application:** The guidelines for the funding of private German institutions dated 01.01.2016 also apply to the Global Programme. A feasibility study (max. 30 pages) must be carried out before the start of the programme.

- In the application, a separate program module with its own impact matrix (see figure) is to be provided for each local partner, which is combined in the higher-level matrix.
- The overall impact matrix for the global programme summarises the objectives, impacts and measures of the individual modules. It thus reflects the aggregated benefits of the programme, which should be scaled in perspective with the aim of achieving greater broad impact.
- A separate module is to represent common goals and interactions between the partners and, if necessary, other actors.

<table>
<thead>
<tr>
<th>Program (superordinate)</th>
<th>Programme module 1: Objectives and activities of the local partner 1</th>
<th>Programme module 2: Objectives and activities of the local partner 2</th>
<th>Programme module 3: Overarching goals of partners 1 and 2, e.g. networking, coordination, dialogue structures</th>
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<tbody>
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<td></td>
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</tbody>
</table>
For each programme module, a separate financing plan shall be drawn up in the application, as well as in the interim and final report, which shall be aggregated in an overall financing plan. The overall impact matrix and the overall financing plan are binding.

**Reporting:** For global programs, interim & final reports consist of:
- Financial reporting (one per programme module and one aggregated report)
- A technical report with reference to the separate impact matrices for each program module.

Annex D

4. Impact Matrix – Overall and per Country

Detailed overall and country specific impact matrixes, indicators and budgets will be defined based on feasibility study results.

Annex E

5. Project concept Note and (preliminary) Impact Matrix

<table>
<thead>
<tr>
<th>General data</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of the private institution</td>
<td>WWF Germany</td>
</tr>
<tr>
<td>Experience with BMZ (Federal Ministry for</td>
<td></td>
</tr>
<tr>
<td>Economic Cooperation and Development) - financed</td>
<td></td>
</tr>
<tr>
<td>projects since (year)</td>
<td>1993</td>
</tr>
<tr>
<td>Annual turnover of the institution approx.</td>
<td>EUR 92.1 million (FY 2018/19)</td>
</tr>
<tr>
<td>Number of projects funded out of the title</td>
<td></td>
</tr>
<tr>
<td>private (executing) institution with more</td>
<td>30</td>
</tr>
<tr>
<td>Expertise and experience in the field of climate protection and adaptation to climate change (if possible in target countries of the project)</td>
<td>Adaptation and reduction strategies for climate change have already been comprehensively developed and successfully implemented in various WWF projects and programmes in all 4 countries of this project proposal, in many cases with co-financing from the BMZ. The executing institution and its local partners have extensive experience and expertise, particularly in the areas of nature-based solutions, biodiversity and ecosystem protection, sustainable resource management and the development of sustainable income alternatives.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Title of the planned project</td>
<td>Protection of key ecosystems, increased resilience and adaptation for their sustainable use by local communities in South East Africa</td>
</tr>
<tr>
<td>Total volume and BMZ share (only funds from 2020 possible)</td>
<td>6.6 million; EUR 6 million BMZ share</td>
</tr>
<tr>
<td>Country/countries</td>
<td>Kenya, Tanzania, Zambia and Zimbabwe</td>
</tr>
<tr>
<td>Target group</td>
<td>Local communities and their self-governing institutions in 15 implementation areas</td>
</tr>
</tbody>
</table>
| local or regional partner organisations | **Kenya:** National Implementing Partner WWF-Kenya and **Kenya Wildlife Conservancies Association (KWCA),** further cooperation partners: Masai Mara Wildlife Conservancies Association (MMWCA), Amboseli Ecosystem Trust (AET), Taita Taveta Community Association (TTCA); Community conservancies, Amboseli Livestock Management Association (ALMA)  
**Tanzania:** National Implementing Partner: WWF-Tanzania und **Tanzania Nature Ressource Forum (TNRF).** further cooperation partners: Community Wildlife Management Areas Consortium (CWMAC), Wildlife Management Areas (WMAs),  
**Zimbabwe:** National Implementing Partner: WWF-Zimbabwe and **CAMPFIRE Association (CA)**  
**Zambia:** National Implementing Partner WWF-Zambia and Community Committees (CRBs). Further cooperation partners: Panthera, Game Ranger International (GRI) |
| Own local representation of the private | WWF Kenya |
executing institution (e.g. in the form of country offices) or international partner to be involved in the program

| WWF Tanzania | WWF Zimbabwe | WWF Zambia |

**Brief description of the project: background, programmatic approach, measures**

**Background**
In the project regions proposed here, southern Kenya and northern Tanzania as well as the Kavango-Zambezi region of Zambia and Zimbabwe in eastern and southern Africa, unique ecosystems of outstanding importance for the protection of global biodiversity are found. In both project regions there are still large continuous natural areas with viable populations of numerous endangered species. At the same time, the people living here are particularly dependent on the conservation of these ecosystems, their biodiversity and their services. Nature tourism is overall one of the most important economic sectors in the region and the project countries proposed here. Along with the primary sector, which is also dependent on functioning ecosystems and is determined here primarily by pasture and forest management and to a lesser extent by rain-fed and irrigated farming, it generates income for the majority of the local population. In the two project regions, the conservancies and management areas play a decisive role in protecting and preserving these ecosystems (these areas, which are managed by the local communities themselves, have different names and legal status in the four countries, in particular 7 "Conservancies" and "Conservation Areas" in Kenya, 4 "Wildlife Management Areas" in Tanzania and 2 "Buffer Zones" managed by community initiatives in the vicinity of national parks in Zimbabwe and Zambia). Not only do they contribute significantly to the protection of these ecosystems with a considerable proportion of protected or sustainably used areas, but they also provide functioning models of how ecosystems can be managed in a participatory way and how they can be given a higher value. However, the ecosystems mentioned above are increasingly affected by the impacts of climate change, such as more frequent droughts and sporadic heavy rainfall, which are exacerbated by increasingly unsustainable forms and intensities of use, such as overgrazing, a growing population and an increased economic development pressure. At present, municipal areas and their local communities are also particularly hard hit by the global Covid 19 pandemic, which has drastically reduced tourism and thus the income of communities and protected areas - to almost zero. Numerous conservancies and their functions are threatened by this. There is therefore both an urgent need for adaptation and diversification of income flows and a short and medium-term need for support to maintain and strengthen the proven community structures for the future and to adapt them to the rapidly changing climate and economic conditions.

**Programme approach**
Given the complexity of factors leading to increased vulnerability of ecosystems and local communities towards the impacts of climate change in the implementation areas, the proposed project will take a multi-sectoral approach. It will focus on particularly effective interventions with a high impact on adaptation in the core areas wildlife and pasture management, forest and fire management, water supply and
agriculture/livestock breeding, as well as on general community area management and the ecosystem protection that is to be provided by the community areas. Based on an externally executed needs assessment study and many years of cooperation experience, the WWF has identified 15 community protection and management areas in the 4 implementing countries that are of particular importance for biodiversity and ecosystem protection, have a particularly urgent need for adaptation and livelihood security, and that possess established, scalable or reproducible model measures and functioning implementation structures. This is to ensure large-scale, effective and timely implementation and scaling, and also to achieve a model and exemplary function of the measures for the region. A feasibility study will - for each of the addressed areas - check again in advance the corresponding measures in detail with regard to the prerequisites. The WWF offices in the implementing countries have many years of experience with the implementation of such program approaches and the necessary capacities and therefore serve as national implementation partners, but also cooperate intensively with national co-implementation partners, preferably nationally active community (umbrella) organisations with which WWF has already been working successfully for years. These are the “Kenyan Wildlife Conservancy Association” (KWCA), the “Tanzanian Natural Resource Forum” (TNRF), the “Campfire Association” (CA) for Zimbabwe and the more locally based CRB Community Committees in Zambia. The partner organisations have extensive experience in supporting nature conservation areas, including the financial management of project funds. Nevertheless, before the start of the intervention they are subjected to a critical assessment of their current management and monitoring capacities as part of the feasibility study, and the necessary capacity building is planned. Similarly, the feasibility studies will ensure that all interventions can be successfully implemented within the estimated time and budget, and, as far as possible, meet the FPIC criteria for approval by the target groups addressed, and identify potential risks and the corresponding need for environmental and social protection measures (ESSF). Risk mitigation plans, simple complaint mechanisms and ESSF monitoring encompass all project measures and, like mitigation measures, are planned and budgeted wherever possible in a participatory manner. The overall objective (outcome) of the project is to improve the management of 15 conservancies and management areas in the two project regions by the end of April 2021 in such a way that they can successfully protect their biodiversity and ecosystems, including important functions and resources, even under the conditions of climate change and the current pandemic effects, and improve, diversify and adapt the livelihoods of their communities and revenues for community structures. This objective is addressed by 5 concrete project outputs and corresponding packages of measures specifically tailored to each municipal area:

**Outputs and measures**

1. The **15 conservancies and management areas** addressed will be strengthened by the project in such a way that they have an increased climate resilience and can effectively carry out the necessary adaptation and effective protection of their biodiversity and ecosystems. To this end, the project will provide pro-rata funding for salaries, land lease payments to the landowners involved and other key operating costs of the community areas to create the necessary capacity and to offset the current
impacts of the COVID 19 pandemic. The aim is to maintain the survival and viability of proven community structures, as well as to enable adaptation to climate change effects and long-term impacts of the Covid 19 pandemic (through revenue diversification and adaptation of tourism to sustainability and quality standards). Area-specific climate change adaptation plans will be developed, updated or their implementation supported, management and monitoring capacities as well as the deployment of community gamekeepers will be improved through training, equipment and participatory planning to ensure biodiversity and resource conservation and to reduce human/wildlife conflicts even under climate stress.

2. The project generates **improved and diversified, climate-change-adapted income** both for the communities and their households and for the community management and protected area structures. To achieve this, tourism, the most important source of income to date, must be adapted to the changed conditions. The communities are being supported in establishing structures for high-quality, environmentally and climate-friendly eco-tourism and in restarting it after the pandemic crisis. Community infrastructures, businesses and households are supported in setting up a decentralised solar power supply. On the basis of the feasibility study, specific measures are selected and planned for each of the 15 protected areas to introduce or, where possible, scale climate-friendly economic practices (e.g. climate-adapted agriculture - such as small-scale livestock breeding, drought-resistant seed - the use of NTFP, the establishment of a sustainable, climate-adapted water supply, and api- and aquaculture). The focus here is on the greatest possible impact and rapid feasibility, which is why existing successful pilot measures are scaled up or duplicated wherever possible.

3. the project creates **improved capacities for climate change adaptation** within the local communities and the structures of conservancies and management areas. This will be achieved through active capacity building in the form of training, school support, awareness raising and training on "climate-mapping" technologies - according to the results of the feasibility study - and the provision of related materials. Municipalities and self-governing structures will be provided with educational materials.

4. **Improved forest, fire and pasture land management improves the climate resilience of key ecological and economic habitats.** To this end, existing pasture and forest management systems in the community areas will be expanded, scaled and extended to include adaptation to climate change effects. Overuse and the accumulated negative economic and ecological effects of climate stress will be reduced. The grazing pressure caused by too large herds is minimized by training courses on more efficient herd management, reduction of quantity in favour of higher quality. Vaccinations and the provision of high-quality breeding bulls not only optimise livestock breeding but also provide an incentive to participate in holistic, climate-adapted pasture management with binding agreements. The limited water availability is addressed by a climate-adapted water point management, whereby the rehabilitation and creation of new water points enables comprehensive (area-wide) pasture management and defuses human/wildlife conflicts.

The problem of widespread, uncontrolled (forest) fires, which is rapidly increasing due to climate change, will be addressed by providing fire-fighting equipment and training, support for fire management plans (including early burning practices and fire break
rehabilitation) and fire monitoring. In addition, forest protection will be improved - area-specific - by supporting the implementation of existing forest management plans. Participatory management and self-administered protection measures by community rangers ensure resource protection and sustainable use.

5. **ensuring environmental and social safeguards (ESSF) in relation to climate adaptation and all project activities**

In addition to the inclusion of the standard safeguards in feasibility / screening studies including risk analysis, ESSF risk mitigation plans for the project measures will be prepared. In addition to the planning and budgeting of the corresponding mitigation measures, a simple ombudsman system will be established or - where already existing - strengthened and expanded within the framework of the existing community self-administration structures. Appropriate training of the community area staff, in particular the community rangers, and the establishment of a corresponding monitoring system will ensure that the ESSF is firmly established in the long term. Particular emphasis will be placed on achieving the greatest possible gender equality in the project measures and on giving special consideration to young people and marginalised and disadvantaged groups. Wherever possible, specific measures will be identified for the individual community areas within the framework of the feasibility study, which will be particularly effective for these groups, for example the promotion of the marketing of NTFP products in particularly remote areas or of dairy products in pasture areas, from which regionally particularly disadvantaged groups such as widows, disabled people etc. can benefit.

The measures planned for this project on adaptation to climate change will address all three levels of aggregation (micro, meso and macro levels).

At the micro level, the project offers sensitisation, training, coaching on site, peer learning e.g. through workshops with local farmers and user groups with a special focus on women, youth and school education.

At institutional (meso) level, the project will improve the management and monitoring capacities of governing bodies and committees of local NGOs and NGO associations.

Finally, at the macro level, the systemic impacts of the project will contribute to the national action plans for mitigation of and adaptation to climate change by informing national policy and legislation through scaled model projects and strengthened stakeholder structures.

**Contribution to the SDGs**

The project proposed here is fully geared to achieving **SDG 15 - Protection of Biodiversity / Nature Conservation / Forest Protection**. It should preserve largely intact ecosystems, including savannahs, forests and tree-rich landscapes and their functions and contribute to their sustainable value. It also contributes to the achievement of **SDG 13 - Climate Protection**, in particular through forest and soil conservation (preservation and restoration of carbon sinks), and supports climate-friendly land and resource use and the development of similar income alternatives, thereby reducing emissions.

The project therefore also contributes to **climate mitigation**, albeit less through new (energy) technologies - but with a component to promote solar energy supply - than by avoiding emissions from natural sinks and appropriate adapted uses in forestry and agriculture (e.g. implementation of "climate-smart agriculture").
The project contributes fully to **climate adaptation**. The project region is already particularly affected by the impacts of climate change (e.g. increasing weather extremes such as droughts and heavy precipitation). The project significantly increases the resilience of the ecosystems by securing their functions such as erosion control, water retention or fire resistance. The project also facilitates the sustainable adaptation of local land use and economic practices (e.g. by diversifying income streams and developing alternative sources of income). Examples include the planned development of adapted tourism as an alternative source of income or the large-scale, nature-compatible adaptation of grazing to the changed ecological conditions.

The optional funding objective of integrating climate change mitigation and adaptation into development goals and measures of the recipient countries is also addressed, as the project helps to focus on development goals on climate change adaptation and sustainability in tourism, agriculture, land use planning, etc. and thus contributes to capacity building, policy orientation, institution building and strengthening civil society actors.

Thus, the overall objectives of the project contribute to all basic principles and optional objectives of the funding. Only the SDG 14 marine protection is only indirectly addressed by this purely terrestrial project (through reduced erosion/sediment input, preservation of natural discharge regimes etc. and thus systemic protection of marine ecosystems such as estuaries and mangroves).

**Contribution to NDCs**

All 4 project countries have nationally determined contributions (NDC) to the UN Framework Convention on Climate Change (UNFCCC). Currently, up to 70% of the natural disasters in the 4 countries are directly related to climate change, especially in frequency and intensity increasing droughts and floods. These extreme events related to climate change result in enormous economic costs for local communities and countries. According to NDC, the average annual temperature in the project countries has increased by about 1°C and is expected to rise further between 1 and 3°C by 2050. Precipitation/ Rainfall is increasingly unpredictable, and in large parts of the project regions precipitation amounts and regimes are changing massively, with a decrease in the average seasonal precipitation in the previous rainy seasons. According to NDC, the net economic costs of coping with the impacts of climate change could be equivalent to an additional 1-2% of gross domestic product (GDP) per year by 2030. This project will mitigate the impacts of climate events through ecosystem-based solutions, measures and adaptation in the project region and thus may also serve as a model for other areas. The carbon emissions avoided by this project through the protection of natural carbon sinks are not quantifiable during the project period and therefore cannot be counted towards any national reduction targets.

The proposed project can be classified as KLA 2, as all measures aim at improving the capacity of ecosystems and rural populations to adapt to the impacts of climate change, either directly through the dissemination of climate-adapted and conservation agriculture and related technologies or indirectly by supporting conservancies and management areas. These provide additional or alternative income to compensate for the climate-induced loss of agricultural productivity. Most importantly, functional conservancies and management areas help to prevent the further destruction and
degradation of ecosystems, thereby increasing their resilience to the impacts of climate change and protecting important natural carbon sinks.

**Synergy effects**
This project will generate significant synergies with other ongoing WWF and other projects in the implementation areas and contribute to cross-cutting landscape programmes. These include holistic pasture land management, adapted livestock production, regional land use and freshwater programmes, mitigation of conflicts between humans and wildlife and securing wildlife corridors. Among the projects that generate synergies are several that are promoted by BMZ, including Bengo projects on agriculture, FLR and capacity building. At the same time, however, a clear delineation of objectives, measures and financing is ensured.

**Impact matrix**

<table>
<thead>
<tr>
<th>Impact (overall objective):</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Enhanced protection of key ecosystems and increased climate change resilience of local communities in South East Africa&quot;.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project objective (project outcome)</th>
<th>Indicator(s)</th>
<th>Target value (target)</th>
</tr>
</thead>
<tbody>
<tr>
<td>By the end of April 2021, the management of 15 community conservation and management areas in key ecosystems in South East Africa will be improved to successfully protect their biodiversity, improve the livelihoods of their communities and adapt to the impacts of climate change.</td>
<td>Output value The 15 selected community conservation and management areas in key ecosystems of south-eastern Africa have insufficient management capacities and lack strategies for adaptation to climate change and adequate protection of biodiversity and ecosystems.</td>
<td>Target value (target) The 15 selected community conservation and management areas in key ecosystems of South East Africa are functional and have increased management capacities (indicator: status of management plan development and implementation), have developed strategies for adaptation to climate change (indicator: an adaptation strategy has been developed/ is being implemented in each community area) and have improved the protection of biodiversity and ecosystems (indicator: exact indicator values (actual and target values) are collected and defined for each of the very different municipal areas within the framework of a feasibility study).</td>
</tr>
<tr>
<td>Outputs/Subobjectives</td>
<td>Indicators (possibly plus quantity structure)</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>1. 15 community conservation and management areas in Southeast Africa are strengthened to effectively improve their climate resilience and adaptation and effective protection of their biodiversity and ecosystems.</strong></td>
<td>The 15 selected community conservation and management areas in South East Africa with high vulnerability to the impacts of climate change are not equipped with sufficient capacities and financial resources for effective management and adaptation to the impacts of climate change due to the effects of COVID 19 and the resulting loss of tourism revenues. Biodiversity and ecosystem protection are insufficient in the areas mentioned above.</td>
<td></td>
</tr>
<tr>
<td><strong>Key activities:</strong></td>
<td>The 15 selected community protection and management areas in Southeast Africa with high vulnerability to the impacts of climate change are strengthened and functional (indicator: significant increase in staffing and funding). Each of the 15 municipal areas has developed a strategy for climate adaptation (indicator: in each municipal area an adaptation strategy including risk analysis and ESSF mitigation plan has been developed and adopted). The protection of biodiversity and ecosystems in the 15 community areas has been significantly improved (indicator: significant improvement in community ranger training/equipment and an increase of at least 10% in the number of hours community gamekeepers are deployed compared to the initial situation). Exact indicator values (actual and target values) are collected and defined in advance for each of the very different municipal areas addressed in a feasibility study.</td>
<td></td>
</tr>
<tr>
<td>Proportionate financing of salaries, land lease payments to the landowners involved and other operating costs of the municipal areas (including compensation for the impact of COVID 19 and climate change through reduced tourism revenues)</td>
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<td></td>
</tr>
<tr>
<td>Reduction of human wildlife conflicts (HWC)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved planning, implementation, equipment and monitoring of community ranger patrols</td>
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<td></td>
</tr>
<tr>
<td>Improving management and monitoring capacity</td>
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<td></td>
</tr>
<tr>
<td><strong>2. Climate-smart improved and diversified household incomes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Key activities:</strong></td>
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<td>Improvement of the tourism infrastructure, especially for high-quality, environmentally</td>
<td>Less than 50% of the 15 selected community protection and management areas and their community members have alternative, climate-adapted incomes. Only a minority of households.</td>
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<td></td>
<td>All 15 addressed community areas and participating local community members have a diversified or increased income from alternative economic activities adapted to climate change. In all 15 municipal areas at least</td>
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and climate-friendly tourism  
Construction of solar power systems for households in local communities  
Specific measures selected on the basis of the feasibility study for each of the 15 protected areas to introduce or scale up climate-friendly economic practices (e.g. climate-adapted agriculture, use of NTFP, sustainable climate-adapted water supply, api- and aquaculture)

| Area | Key activities | Participating community members and relevant staff and representatives of the community associations and institutions of the 15 addressed community areas, have the capacity and knowledge to adapt the management of the community areas and the economic activities to the impacts of climate change 
The exact and area-specific indicator values (actual and target values) are determined and defined in a feasibility study for each of the 15 municipal areas |
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<td>have a power supply The exact and specific indicator values (actual and target values) are determined by a feasibility study for each of the 15 municipal areas</td>
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<td>3) &quot;Improved capacities to adapt to climate change</td>
<td>Local community members and community institutions managing community land in the 15 target areas do not have sufficient knowledge and capacity to adapt their activities to the impacts of climate change</td>
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<td>Key activities:</td>
<td>Scaling/ introduction of climate-friendly technologies,</td>
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<td>capacity building / training / equipment for adapted fire management</td>
<td>Education (including school support) and awareness raising for the impacts and adaptation of climate change</td>
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<td>for adapted fire management</td>
<td>Scaling/ introduction of climate-friendly technologies,</td>
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<td>Education (including school support) and awareness raising for the impacts and adaptation of climate change</td>
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<td>4. improved forest, fire and pasture management for increased climate resilience of key habitats</td>
<td>In the 15 community areas addressed, climate-adapted pasture land and/or fire management is missing, insufficient or in a pilot phase. Livestock farming in the 15 areas addressed is not sufficiently adapted to the effects of climate change and is not efficient</td>
<td>In the 15 addressed community areas, pasture and fire management has been significantly improved; corresponding climate-change-adapted holistic management plans have been developed, and ongoing implementations are scaled and improved. Livestock production has improved (number of vaccinated cattle, available breeding bulls, etc.) and is better adapted to the</td>
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<td>Key activities:</td>
<td>The water supply in the 15 municipal areas is insufficient, disorganised and the cause of human/wildlife conflicts (HWC)</td>
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<td>Scaling and climate adaptation of an integrated pasture land management</td>
<td>Improvement of livestock projects to reduce overgrazing and destruction of pasture land and/or forests;</td>
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<td>Improvement of livestock</td>
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breeding (e.g. distribution of breeding bulls with preferential characteristics, livestock vaccinations)  
Development of concrete agreements to reduce livestock numbers  
(Re)construction of climate-adapted water points and dams for livestock and wildlife  
Improved fire and forest management (including equipment supply, training, (re)construction of firebreaks, scaling of early warning systems, fire mapping, controlled burning, monitoring, law enforcement)

| 5. ensuring environmental and social safeguards (ESSF) in relation to climate adaptation and project activities | Inadequate ESSF monitoring and complaint mechanisms in the 15 municipal areas addressed | 100% of the project interventions are checked for ESSF risks and the mitigation of all identified risks is planned and budgeted (indicator: mitigation plan drawn up and implemented and coverage of ESSF in the intended area-specific adaptation strategies)  
A complaint and monitoring system for current and future measures, e.g. with ombudspersons of the municipalities, has been established, strengthened or scaled up in all 15 municipal areas  
All 15 municipal areas have increased participation in all planning and implementation processes. FPIC standards are being implemented in all 15 municipal areas  
The exact and area-specific indicator values (actual and target values) are determined and

- **Key activities:**  
  - Inclusion of all standard safeguards in feasibility / screening study including risk analysis  
  - Creation and implementation of ESSF risk mitigation plans  
  - Participatory implementation of measures  
  - Support/scaling or establishment of a complaint mechanism (e.g. ombudsman system) in the addressed community areas  
  - Participatory ESSF and monitoring of measures

- **Effects of climate change through improved pasture management:**  
The water supply for livestock and wildlife is being improved by new/rehabilitated/separate water points, and clear plans for sustainable water management and reduction of HWC have been developed  
Forest and fire management has been improved, appropriate management plans developed and/or implemented, community firefighters equipped, firebreaks rehabilitated  
The exact and area-specific indicator values (actual and target values) are determined and defined in a feasibility study for each of the 15 municipal areas

- **Inadequate ESSF monitoring and complaint mechanisms in the 15 municipal areas addressed:**

- **50% of the project interventions are checked for ESSF risks and the mitigation of all identified risks is planned and budgeted (indicator: mitigation plan drawn up and implemented and coverage of ESSF in the intended area-specific adaptation strategies)  
A complaint and monitoring system for current and future measures, e.g. with ombudspersons of the municipalities, has been established, strengthened or scaled up in all 15 municipal areas  
All 15 municipal areas have increased participation in all planning and implementation processes. FPIC standards are being implemented in all 15 municipal areas  
The exact and area-specific indicator values (actual and target values) are determined and
Annex F

6. Target Areas in Kenya and Tanzania

The following list includes proposed target areas for project interventions in Kenya and Tanzania. Target areas will be prioritized and their final number and location defined according to the results and recommendations of the feasibility studies.

KENYA:

Mara
- Siana – Lease, Milk Coolers
- Oloisukut -
- Olderkesi -
- Lemek
- Ol Kinyei

Tsavo
- Tsavo conservation area
- Bura
- Njukine-Jipe area

Amboseli
- Nasaru Olosho
- Kitenden
- Amboseli landscape (Olgulului)

TANZANIA:

- Enduimet WMA
- Ikona WMA
- Macao WMA
- Lake Natron WMA
- Mkomasi conservation area and bufferzone
Contact Person WWF Germany
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