GEF-8 REQUEST FOR CEO ENDORSEMENT/APPROVAL

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General Project Information

Project Title Safeguarding the future of Namibia's Protected Area Network through Financing4Future	
Region Africa	GEF Project ID 11523
Country(ies) Namibia	Type of Project FSP
GEF Agency(ies): WWF-US	GEF Agency Project ID G0053
Project Executing Entity(s) The Ministry of Environment, Forestry and Tourism	Project Executing Type Government
GEF Focal Area (s) Biodiversity	Submission Date 6/23/2025
Type of Trust Fund GET	Project Duration (Months) 60
GEF Project Grant: (a) 6,140,422.00	GEF Project Non-Grant: (b) 0.00
Agency Fee(s) Grant: (c) 552,638.00	Agency Fee(s) Non-Grant (d) 0.00
Total GEF Financing: (a+b+c+d) 6,693,060.00	Total Co-financing 98,743,830.00
PPG Amount: (e) 200,000.00	PPG Agency Fee(s): (f) 18,000.00
Total GEF Resources: (a+b+c+d+e+f) 6,911,060.00	
Project Tags CBIT: No NGI: No SGP: No Innovation: Yes Competitive Window: No	
Project Sector (CCM Only)	

Taxonomy

Focal Areas, Biodiversity, Protected Areas and Landscapes, Terrestrial Protected Areas, Species, Threatened Species, Wildlife for Sustainable Development, Illegal Wildlife Trade, Invasive Alien Species, Plant Genetic Resources, Supplementary Protocol to the CBD, Acess to Genetic Resources Benefit Sharing, Mainstreaming, Forestry - Including HCVF and REDD+, Tourism, Biomes, Tropical Dry Forests, Rivers, Grasslands, Wetlands, Desert, Stakeholders, Private Sector, Capital providers,

Individuals/Entrepreneurs, Financial intermediaries and market facilitators, Large corporations, Type of Engagement, Consultation, Community Based Organization, Civil Society, Non-Governmental Organization, Academia, Local Communities, Indigenous Peoples, Beneficiaries, Gender Equality, Gender Mainstreaming, Women groups, Gender results areas, Access and control over natural resources, Access to benefits and services

Rio Markers

Climate Change Mitigation	Climate Change Adaptation	Biodiversity	Land Degradation
Significant Objective 1	Significant Objective 1	Principal Objective 2	Significant Objective 1

Project Summary

Provide a brief summary description of the project, including: (i) what is the problem and issues to be addressed? (ii) what are the project objectives, and if the project is intended to be transformative, how will this be achieved? iii), how will this be achieved (approach to deliver on objectives), and (iv) what are the GEBs and/or adaptation benefits, and other key expected results. The purpose of the summary is to provide a short, coherent summary for readers. (max. 250 words, approximately 1/2 page)

Namibia's Protected Area Network (PAN), encompassing 17% of the national territory, is a critical asset of global biodiversity significance. However, its long-term financial sustainability for effective management and safeguarding faces a significant challenge. The PAN has a persistent annual operational funding deficit of USD $5.7 million. The funding shortfall represents an inability of staff to effectively manage at an operational level, as they lack funds to implement park management plans and take required biodiversity conservation action.

This project strategy aims to address this challenge through a comprehensive three-component approach. Component 1 will establish enabling conditions for long-term financial stability. This will be achieved through the strategic enhancement of the Game Product Trust Fund (GPTF) and the development of diversified financial solutions. Component 2 will mobilize crucial financial resources, including further capitalization of the GPTF, to ensure consistent funding beyond immediate operational needs and support the effective management of the PAN. The project will actively engage the private sector in developing and implementing innovative financial mechanisms, such as biodiversity credits and wildlife bonds, to attract new investment and diversify revenue streams for the PAN. Component 3 will implement a comprehensive knowledge management and M&E system.

This intervention aims to safeguard 13.9 million hectares of invaluable ecosystems. It will enhance PAN management through increased resource allocation, delivering measurable global environmental benefits. The anticipated outcomes include a well-connected, effectively governed, and financially sustainable PAN, fostering thriving biodiversity and enhanced ecosystem services, with increased livelihood opportunities.

In addition to GEF core indicators concerning PA management effectiveness and direct beneficiaries, the project's success will be measured by several factors, including the percentage increase in total annual revenue for the state-run PAN, the number of global CTF standards integrated by the GPTF, and, critically, the capitalisation of a functional endowment fund for Namibia's PAN.

Project Description Overview

Project Objective

To ensure long term financial sustainability for effective management and safeguarding of Namibia's existing state-run Protected Area Network (PAN).

Project Components

1. Enabling conditions created for the long-term financial sustainability and effective management of Namibia's Protected Area Network (PAN)

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing ($)	Co-financing ($)
2,020,022.00	32,149,412.00

Outcome:

1.1. Compelling business case endorsed by GPTF, MEFT, and Finance Ministry, demonstrating the economic value of Namibia's PAN and necessity for investment in financial sustainability and effective management.

1.2 Improved capacity of Namibian government stakeholders—across all gender identities—to make informed decisions and Implement inclusive and effective policies for sustainable natural resource management.

1.3 GPTF institutional capacity is enhanced, aligning with KfW/MEFT's SFP to meet CTF standards, and strengthening governance, financial/technical systems (including gender-sensitive asset/risk management), and inclusive revenue mobilization and disbursement systems.

1.4 Improved systems & increased government capacity to incorporate sustainable finance mechanisms into GPTF structure

1.5 Suite of diverse financial solutions developed & approved by MEFT & Ministry of Finance (to include capital flows, impact bonds, biodiversity credits and a policy framework for biodiversity offsets.)

Output:

1.1.1. Economic value of Namibia's PAN comprehensively assessed and reported

1.1.2: Compelling business case developed and disseminated to key stakeholders

1.2.1. Data-driven forestry decision-making tools implemented for improved national forest inventories and economic valuation of forest resources.

1.3.1. GPTF structure and operations enhanced to meet global Conservation Trust Fund (CTF) standards.

1.3.2 GPTF budget allocation and financial management system developed and implemented with improved financial gap analysis.

1.4.1 Options for institutional reform identified, proposed, and recommended for improved PAN income generation and management.

1.5.1 Strategic feasibility assessment and identification of sustainable financial solutions for PAN developed and completed by experts and approved by MEFT and Ministry of Finance.

1.5.2. Biodiversity Offset Policy Framework for Namibia developed by experts and approved by MEFT and Ministry of Finance.

2. Financial resources mobilized through the enhanced GPTF, to improve effective management of Namibia's PAN

Component Type	Trust Fund
Investment	GET
GEF Project Financing ($)	Co-financing ($)
3,355,828.00	54,475,392.00

Outcome:

2.1 Enhanced use and increase of GPTF revenue through improved and equitable management of its own revenue sources, with attention to inclusive benefit-sharing across genders.

2.2 At least two new sustainable finance solutions designed and implemented generating new sources of revenue

2.3 GPTF is capitalised with adequate capital from all relevant and available sources, enabling it to deliver on its mandate

Output:

2.1.1. Institutional reform for enhanced GPTF revenue generation implemented.

2.1.2. Increased conservation fee developed, approved, and implemented, with GPTF managing disbursement.

2.2.1. At least two new sustainable financial solutions designed, implemented, and generating revenue for the PAN.

2.2.2. Systems for monitoring, evaluating, and verifying economic benefits of PAN reforms developed and implemented.

2.3.1. GPTF capitalized with long-term financial reserves to support effective PAN management.

2.3.2. Asset managers appointed for GPTF, with capital invested and generating returns.

2.3.3. GPTF operational manual with modalities and target indicators for PAN fund utilization developed and implemented.

3. Knowledge Management

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing ($)	Co-financing ($)
179,819.00	2,679,117.00

Outcome:

3.1. Documentation, analysis and sharing of lessons and best practices to aid in replication, scaling and adaptive management

Output:

3.1.1. Robust knowledge management plan established for ongoing lessons to PMU and partners.

M&E

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing ($)	Co-financing ($)
292,353.00	4,739,704.00

Outcome:

Output:

Project M&E

• Develop a comprehensive Monitoring and Evaluation (M&E) framework for the project, including indicators, data collection methods, and reporting mechanisms, with gender-specific indicators and data collection tools to track gender-related outcomes and impacts.

• Implement the M&E framework, collecting data on project activities, outputs, outcomes, and impacts, ensuring data is disaggregated by sex, age, and other relevant socio-economic factors, and that data collection methods are ethical and safe.

• Prepare regular project progress reports, midterm evaluation reports, and a terminal evaluation report, analysing the data and highlighting key findings, including gender-disaggregated data and analysis of gender-related outcomes.

• Organize annual reflection workshops with key stakeholders to share M&E findings, discuss progress, identify challenges, and adapt project strategies as needed, ensuring inclusive participation of women and marginalized groups, and that safeguarding measures are in place during workshops.

• Establish a system for using M&E findings to inform project management decisions, ensuring adaptive management and continuous improvement, with a focus on gender-responsive decision-making.

Component Balances

Project Components	GEF Project Financing ($)	Co-financing ($)
1. Enabling conditions created for the long-term financial sustainability and effective management of Namibia's Protected Area Network (PAN)	2,020,022.00	32,149,412.00
2. Financial resources mobilized through the enhanced GPTF, to improve effective management of Namibia's PAN	3,355,828.00	54,475,392.00
3. Knowledge Management	179,819.00	2,679,117.00
M&E	292,353.00	4,739,704.00
Subtotal	**5,848,022.00**	**94,043,625.00**
Project Management Cost	292,400.00	4,700,205.00
Total Project Cost ($)	**6,140,422.00**	**98,743,830.00**

Please provide Justification

PROJECT OUTLINE

A. PROJECT RATIONALE

Describe the current situation: the global environmental problems and/or climate vulnerabilities that the project will address, the key elements of the system, and underlying drivers of environmental change in the project context, such as population growth, economic development, climate change, sociocultural and political factors, including conflicts, or technological changes. Describe the objective of the project, and the justification for it. (Approximately 3-5 pages) see guidance here

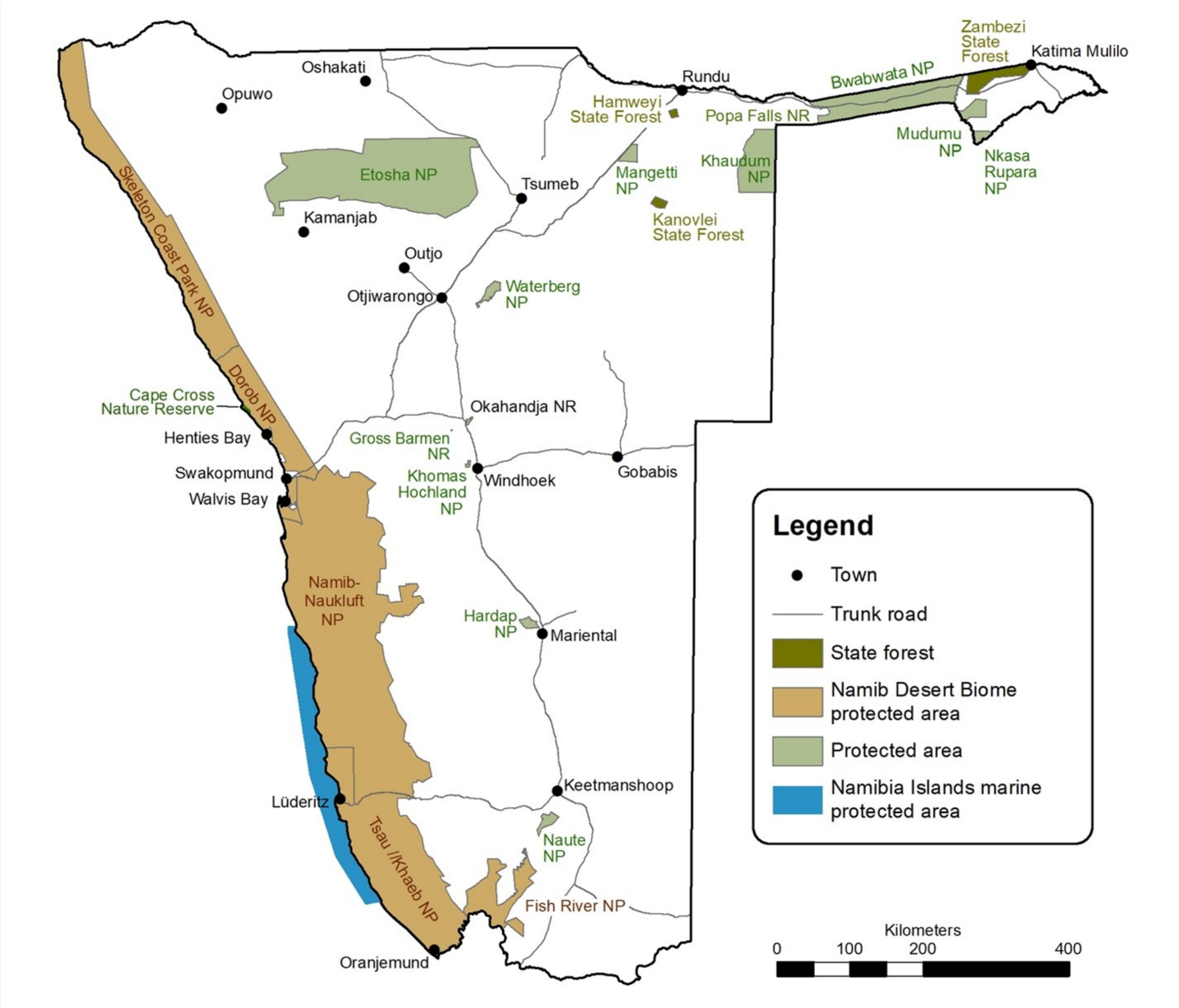
Namibia's Protected Area Network (PAN)

Namibia's Protected Area Network (PAN) is critical for the conservation of the country's unique ecosystems and globally significant biodiversity. The extent of Namibia's PAN is as follows: 17% of land is formally protected in 24 protected areas (PA), broken down into 20 terrestrial protected areas (15 national parks and 5 nature reserves), three state forest reserves and one marine protected area. The Ministry of Environment, Forestry and Tourism (MEFT) is responsible for management of the terrestrial areas through the Directorate of Wildlife and National Parks (DWNP) which manages 19 areas, and the Directorate of Forestry which manages the three state forest reserves and the Botanical Garden of Namibia (gazetted as the South West Nature Park). The Ministry of Agriculture, Fisheries, Water and Land Reform is responsible for the management of the Marine Protected Area. These areas are part of Namibia's heritage and offer value to its people and its economy. However, managing these areas requires dedicated and sustainable flows of finance, a challenge that Namibia shares with many other nations.

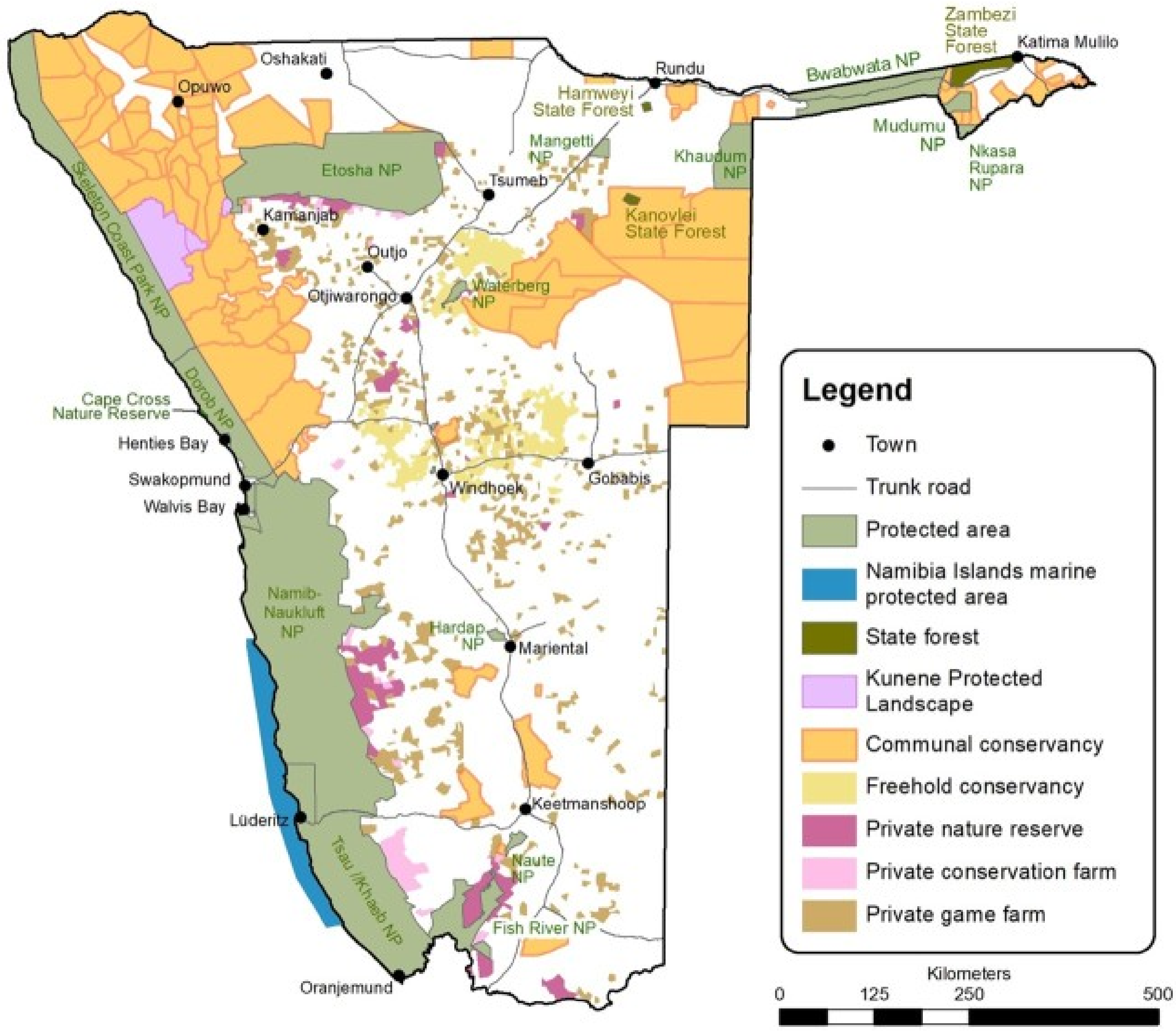
These protected areas serve as anchor conservation management units within larger informal conservation landscapes that also include communal conservancies, community forests, private nature reserves, and free-hold farms. This interconnected mosaic of protected and conserved areas is crucial for maintaining landscape connectivity and supporting Namibia's community-based natural resource management (CBNRM) program. Namibia also participates in three Transfrontier Conservation Areas (TFCAs), namely, the Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA), the /Ai-/Ais-Richtersveld Transfrontier Park (ARTP) and the Iona-Skeleton Coast Transfrontier Park (ISCTP). Locally, Namibia is promoting landscape level conservation supported by various legislation including the National Policy on Protected Area's Neighbours and Resident Communities.

Namibia's PAN is supplemented by 86 Communal Conservancies, 48 Community Forests and private nature reserves which cover over 22% of land and are home to about 227,941 people living within and reliant on these areas for their livelihoods (See Map 1: Namibia's Protected Areas Network below). Most of these Communal Conservancies are adjacent to state protected areas or in the corridors between them. Two communities numbering around 6,000 people live in designated managed resource use zones in three protected areas and have rights to certain forms of agriculture as well as plant product harvesting and wildlife utilization, as well as tourism. Communal Conservancies benefit from the PAN as dispersal areas for wildlife from the state-run PAN which can be used for hunting based on a quota system as well as tourism within the conservancies and tourism concessions within the PAs.

Map 1: Namibia's Protected Areas Network



Map 2: Namibia's Wider Network of Private Nature Reserves



Biodiversity Value and Status of Protected Areas in Namibia

The Namibia PAN holds globally important biodiversity including the Namibian component of the Succulent Karoo Biome which is the world's only arid zone global biodiversity hotspot with more than 4,000 species of plants of which around 60% are endemic or near endemic. Five Namibian national parks, one nature reserve and three state forest reserves form part of the Kavango Zambezi Transfrontier Conservation Area, the largest Transfrontier conservation area in the world holding nearly 70% of the remaining elephants in Africa. Etosha NP holds the largest population of black rhinoceros in Africa. The Namib-Naukluft NP holds the entire Namib Sand Sea World Heritage Site with high biodiversity in small mammals, reptiles, and invertebrates.

The PAN forms the anchor conservation management units within larger informal conservation landscapes that include communal conservancies, private nature reserves and freehold farmland used for wildlife and tourism, comprising 41% of Namibia's land surface. This conservation mosaic connects protected areas and provides resources for Namibia's community-based natural resource management programme. Three national parks host indigenous people (Khwe and #Aonin) in managed resource use zones.

A.2. Current Situation and Future Scenarios

Project Geography:

Namibia is a vast, sparsely populated country in sub-Saharan Africa, characterized by arid and semi-arid ecosystems. Its land area spans 823,680 km2, with half receiving less than 250 mm of precipitation annually. The country possesses diverse habitats, from deserts to subtropical wetlands and savannas. The Protected Area Network (PAN) covers 17% of the land, comprising 15 national parks, 5 nature reserves, 3 state forest reserves, and 1 marine protected area.

Namibia's Protected Area Network (PAN) consists of 24 protected areas, formally protected across a significant portion of its land area. These PAs are categorized by the International Union for Conservation of Nature (IUCN) based on their management objectives and are detailed in Table 1 below. This classification provides a comprehensive overview of the diverse conservation landscapes within the country, including national parks, nature reserves, and state forest reserves. These areas are formally classified by the International Union for Conservation of Nature (IUCN), with National Parks typically falling under Category II (National Park) and State Forests often designated under Category VI (Protected Area with Sustainable Use of Natural Resources). The terrestrial PAN is primarily managed by the Ministry of Environment, Forestry and Tourism (MEFT) through its Directorate of Wildlife and National Parks (DWNP) and Directorate of Forestry (DoF). This formal network is complemented by an interconnected mosaic of informal conservation landscapes, including 86 communal conservancies (covering 16.6 million hectares), 48 community forests (1.39 million hectares), private nature reserves, and freehold farms. This broader conservation estate is crucial for maintaining landscape connectivity, supporting wildlife dispersal, and facilitating Namibia's renowned community-based natural resource management (CBNRM) program. Namibia also participates in three Transfrontier Conservation Areas (TFCAs), further integrating its conservation efforts within a regional context. The marine protected area is managed by the Ministry of Agriculture, Fisheries, Water and Land Reform and is not covered by this project.

The project focuses on the terrestrial component of the PAN, specifically supporting all state terrestrial protected areas and forest reserves. This includes key biodiversity hotspots like the Succulent Karoo Biome and areas within the Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA), which holds nearly 70% of Africa's remaining elephants.

The three State Forest Reserves — Zambezi, Hamweyi, and Kanovlei — were particular focal areas for consultation during PPG as they had not had the same degree of analysis as the remaining PAs which have had more recent assessments undertaken via KFW funding. These areas are critical for biodiversity and also host local communities, including Indigenous Peoples, who depend on their natural resources. Nonethless, the project will take a national approach in realizing its components, with these state forest reserves serving as guiding principles for other Protected Areas countrywide.

Table 1. Classification of Namibia's Protected Areas in relation to IUCN Protected Areas Categories

Type of PA	Number & size	Responsible authority	Comment
National Parks (IUCN Category II), Nature Reserves (reclassification necessary, but could include IUCN Category II) and State Forests (new classification necessary,	23 terrestrial areas Total ha: 13,933,098 = 17% of	The Directorate Wildlife and National Parks (DWNP) within MEFT (national parks and nature reserves)	Comprised of: 15 National Parks (13,728,427 ha) 5 Nature Reserves (9,461 ha)

but probably IUCN Category VI)	Namibia's terrestrial area. **This GEF Project is focused on these 23 areas.** 1 marine area which covers 943,200 ha = 1.7% of the Namibian marine Exclusive Economic Zone (EEZ)	The Directorate of Forestry (DoF) within MEFT (State Forests)	3 State Forests (175,210 ha) The marine protected area is managed by the Ministry of Fisheries and Marine Resources and is not covered by this proposal.
Community Conservancies & Community forests (IUCN Category VI)	133 Total ha: 18,010,323 = 21.8 % of Namibia.	The Directorate Wildlife and National Parks (DWNP) within MEFT as regulator or facilitator but not as management authority (Communal Conservancies) The Directorate of Forestry (DoF) within MEFT as regulator or facilitator but not as management authority (Community Forests) Communities manage community conservancies and forests themselves	86 Communal Conservancies (16,616,323) 47 Community Forests (1,394,000) Most of the community forests overlap with conservancies. Only the area that does not overlap has been counted as community forest to avoid double counting. Legislation and policies provide for rural communities to manage their wildlife populations sustainably & derive financial/other benefits from natural resources, which if managed well provides for long-term landscape connectivity and security of wildlife movements through corridors that aligns well with the PA system.
Tourism Concession Areas (de facto IUCN Category II)	3 Total ha: 638,808 = 0.8% of Namibia	The Directorate Wildlife and National Parks (DWNP) within MEFT	Palmwag, Etendeka and Hobatere
Freehold land conservancies and nature reserves (unclassified but includes de facto IUCN Category II and IUCN Category VI)	22 Total ha: 2,510,700 = 3.0 % of Namibia.	Private sector	7 clusters of private farms (freehold conservancies) and 15 private wildlife/nature reserves

Table 1 below details the state protected areas within Namibia, providing their unique World Database on Protected Areas (WDPA) identifier, their classification according to the International Union for Conservation of Nature (IUCN) categories, their political location, and their size in hectares.

Table 1: State Protected Areas Network in Namibia

NPA Name	World Database on Protected Areas (WDPA) Identifier	International Union for Conservation of Nature (IUCN) Category	Political Location	Hectares
Nkasa Rupara National Park	30052	*II National Park*		33,700.00
Mudumu National Park	30051	*II National Park*		73,700.00
Bwabwata National Park	303692	*II National Park*		627,400.00
Mangetti National Park	317125	*II National Park*		42,000.00
Khaudum National Park	17999	*II National Park*		384,162.00
Etosha National Park	884	*II National Park*		2,294,100.00
Skeleton Coast National Park	885	*II National Park*		1,682,000.00
Dorob National Park	555543018	*II National Park*		817,600.00
Namib-Naukluft National Park	883	*II National Park*		5,076,600.00
Tsau //Khaeb National Park	303691	*II National Park*		2,181,200.00
Waterberg National Park	887	*II National Park*		39,600.00
Hardap National Park	18005	*II National Park*		24,300.00
Naute National Park	30048	*II National Park*		23,500.00
/Ai-//Ais National Park	8785	*II National Park*		435,400.00
Daan Viljoen National Park	1362	*II National Park*		4,000.00
Cape Cross Nature Reserve	1361	*IV Habitat/Species Mgt. Area*		1,000.00
Gross Barmen Nature Reserve	18002	*IV Habitat/Species Mgt. Area*		100.00
Von Bach Nature Reserve	18004	*IV Habitat/Species Mgt. Area*		4,100.00
Popa Falls Nature Reserve	18001	*IV Habitat/Species Mgt. Area*		50.00
South West Nature Reserve		*IV Habitat/Species Mgt. Area*		11.17
Hamweyi State Forest Reserve		*VI PA with Sustainable Use of Natural Resources*		11,203.00
Zambezi State Forest Reserve		*VI PA with Sustainable Use of Natural Resources*		142,162.00

Kanovlei State Forest Reserve	*VI PA with Sustainable Use of Natural Resources*	21,95 4.00
TOTAL		**13,919, 842.20**

Threats to the Protected Area Network (PAN)

The fundamental environmental problem facing Namibia's PAN is the ongoing degradation of its ecological integrity and the loss of globally significant biodiversity, driven primarily by a critical lack of financial resources and effective policy mechanisms for protected area management.

Namibia's PAN, while a cornerstone of the country's conservation efforts and a vital conservation tool safeguarding its diverse ecosystems and globally significant biodiversity, faces a complex array of threats that jeopardize its ecological integrity and long-term sustainability. These threats stem from various sources, encompassing both direct human activities within and around the protected areas, as well as broader environmental changes.

One of the primary concerns is the increasing encroachment by economic activities. The drive for economic development in Namibia, while vital, often leads to conflicting land-use demands, such as mining, tourism, and unsustainable agricultural practices, which increasingly pressure the boundaries of the PAN. This expansion leads to habitat destruction and degradation, directly diminishing the extent and quality of protected ecosystems. This problem is further compounded by inadequate compliance monitoring and enforcement, which allows these activities to proceed with insufficient regulation or mitigation of their environmental consequences. The expansion of settlements poses another significant threat. As Namibia's human population grows, the development of residential areas and associated infrastructure encroaches upon crucial wildlife corridors, disrupting natural movement patterns, leading to habitat fragmentation and isolating populations.

The tourism industry, while economically important to Namibia, also presents challenges. Insufficient resources often hinder the ability to manage and mitigate the negative impacts of tourism in high-demand areas, leading to habitat degradation, disturbance of wildlife, and unsustainable levels of resource consumption. Wildlife crime, particularly poaching and illegal wildlife trade, poses a direct and devastating threat to numerous key species within the PAN, such as rhinoceros, drastically reducing populations and destabilizing ecosystems. This threat is compounded by a lack of enforcement resources. Beyond the direct loss of individual animals, the PAN also faces the insidious threat of the loss of genetic diversity in key wildlife populations when populations become small or isolated, making them more vulnerable to diseases and environmental changes. This is often a consequence of insufficient management interventions, including the lack of metapopulation management, research, and monitoring. Obstructed wildlife movements due to fencing or other infrastructure reduce landscape connectivity, preventing animals from accessing resources and adapting to changing conditions.

The PAN is also vulnerable to wildfires, particularly those originating outside its boundaries, which, due to insufficient resources for effective fire management, cause widespread destruction and changes in vegetation structure. Persistent pollution in PAs, stemming from inadequate solid waste management, harms wildlife, degrades water quality, and disrupts ecological processes. All these threats are further complicated and exacerbated by climate change. Namibia's arid and semi-arid ecosystems are particularly vulnerable to unpredictable rainfall patterns and prolonged droughts, leading to reduced primary productivity, decreased resource availability, and the loss of habitat-specific species, further endangering the delicate balance of these ecosystems.

Barriers

Several fundamental barriers impede the effective management and long-term financial sustainability of Namibia's Protected Area Network. Resource limitations, particularly insufficient funding, represents a critical underlying factor that exacerbates many other barriers. The lack of adequate financial resources hampers the effective management of the PAN in multiple ways. For instance, overharvesting of timber and fuelwood can occur at unsustainable rates when there are insufficient funds to provide alternative resources or enforce regulations. Similarly, overgrazing by livestock can degrade ecosystems within and around protected areas, but limited resources restrict the ability to implement effective grazing management strategies.

The PAN is under significant threats due to insufficient domestic financial resources, misalignment between economic value of PAN and fund allocation, resulting in a lack of effective operational management of the PAN that does not meet global standards, and requiring management reform of the institutions responsible for the PAN. The key barriers that are the underlying causes that are contributing to the threats affecting Namibia's PAN as mentioned above, and which the GEF project will work to address to generate global environmental benefits, are:

Insufficient domestic financial resources - A primary and overarching challenge is the lack of adequate funding required to effectively manage and govern Namibia's PAN to meet both national and global conservation objectives, including the ambitious expansion vision of the 2022 Kunming-Montreal Global Biodiversity Framework (KM-GBF). Although Namibia has made adjustments to domestic revenues to address some of these needs, the PAN remains significantly underfunded and heavily reliant on unpredictable external donor funds. A critical aspect of this barrier is the lack of a MEFT accounting system that tracks actual expenditure per park, which severely limits the ability to precisely determine funding needs. The real financing gap encompasses not only annual operating costs but also the substantial replacement costs for equipment and necessary capital projects. In 2023, the current annual net financial gap for the total operations costs for all PAs, after accounting for the GPTF contributions, was estimated to be NAD 75.9 million (USD 4.1 million), a figure that excludes new infrastructure construction in Etosha National Park and Hardap Game Park, and the Directorate of Forestry's state forest reserves. Addressing this complex financial shortfall will require enhancing and diversifying income streams for PAN management. This involves strengthening and capitalizing the GPTF as a primary long-term financing solution and identifying and piloting other sustainable financing mechanisms.

Misalignment between economic value of PAN and fund allocation – A significant **misalignment between the economic value of the PAN and the allocation of funds** further complicates the financial challenges. Despite the substantial direct and indirect contributions of the protected area tourism sector to the Namibian economy, the allocation of funds for managing these areas is disproportionately low. This represents a fundamental flaw in recognizing and investing in the very foundation of a valuable economic sector. There is a misalignment between the economic value of Namibia's PAN and the allocation of funds to manage the jewel of its tourism industry, i.e. Namibia's PAN. The direct value added to the Namibian economy, i.e., the contribution to GDP by the protected area tourism sector, was estimated to be N$1.11 billion, roughly 2.1% of GDP in 2008, and the total contribution to GDP was estimated to be N$2.05 billion, or 3.8% of GDP2, accounting for tourist expenditure on transport, accommodation, vehicle hire, food, insurance, banking services, guides, taxation, VAT etc. Based on available data, the MEFT budget allocation is about 2 to 3%, of GDP, of which 1% to 1.2% is allocated directly to management of the PAN. This misalignment stems from a combination of factors, including a historical underappreciation of the full economic contributions of protected areas beyond direct tourism revenue, and potentially a lack of sustained political prioritization in budget allocation for conservation. Furthermore, the existing financial architecture and institutional mandates may not adequately facilitate the channelling of diverse revenue streams directly to PAN management. While economic valuations are crucial for demonstrating value, achieving proper alignment requires overcoming institutional inertia, strengthening advocacy for conservation funding, and fostering a deeper understanding among policymakers of the long-term economic returns on conservation investment. This often necessitates policy reforms and a shift in budgetary priorities that go beyond mere assessment, requiring sustained political will. To ensure that the value of protected areas in Namibia is fully understood, it is crucial to update assessments of the economic value of Namibia's Protected Area System and address the limited government budget allocation through the enhanced capacity and capitalisation of the GPTF and heightened domestic resource mobilization.

Lack of effective operational management of the PAN – This barrier is a critical consequence of the aforementioned financial constraints, but it is also exacerbated by several non-financial factors. With a large portion of the MEFT's annual budget dedicated to staff costs, a severe annual operational shortfall remains, directly hindering the implementation of essential management functions. This shortfall translates to inadequate resources for implementing management plans, preventing wildlife crime, maintaining infrastructure, and conducting monitoring and research. Beyond funding, challenges also arise from insufficient technical capacities within management units, a lack of clear mandates for certain conservation activities, and at times, uncoordinated efforts among various stakeholders. Furthermore, insufficient participation of local populations in management planning can lead to less effective and less sustainable outcomes. The lack of funding also impedes the adoption of a landscape approach to PAN management and the establishment of crucial buffer zones and wildlife corridors. The absence of budget allocations at the park level, except for Etosha National Park, limits the ability of local park managers to implement the management plans effectively. Addressing this barrier necessitates systemic measures to increase resources for PA management in the medium to long term, while leveraging partner projects to provide bridging support and contribute to the capitalization of the GPTF.

Lack of adequate financial and human resources, coupled with insufficient institutional capacity - poses another significant impediment to meeting global standards for protected area management. While most protected areas have management plans, assessments against the IUCN Global Green List standard have revealed gaps, particularly in the northeastern parks. These gaps include the inadequate identification of major values for the parks, insufficient orientation and support for park managers, incomplete addressing of threats, and the absence of clear indicators or performance thresholds to objectively evaluate the achievement of management goals and objectives. The state forest reserves face additional challenges, including inadequate staffing to implement management plans, incomplete and non-standardized management plans without costed operational plans, the lack of acknowledgment of park residents in management plans, insufficient funding, and a lack of community support due to gaps in the gazettement process. Overcoming this barrier requires benchmarking protected area planning and management against international standards, such as the IUCN Green List standard.

Lack of institutional capacities to deliver increased revenue for the PAN – The MEFT currently lacks the capacity to develop frameworks for diverse financial mechanisms, mobilize resources effectively, and manage new financing approaches. Shortcomings in data management hinder the ability to understand and track the financial implications of management outcomes. There is also insufficient multisectoral coordination to build effective public-private-non-governmental partnerships required to align Namibians behind a financially sustainable park network. MEFT requires assistance to develop options for enhanced institutional effectiveness of PAN management, adapting to changing conditions, retaining competent personnels and forming partnerships with other institutions. This barrier will be overcome by enhancing the existing the ~~(GPTF)~~ to meet international CTF governance standards, building on partner projects to create the enabling environment including policy frameworks for sustainable financing mechanisms and initiating these through pilot implementation.

To overcome these barriers, Namibia intends to shift its current PAN financial model towards a new model that drives diversity of sustainable financial solutions linked to management improvement resulting in safeguarding the existing protected and conserved area network and expanding it. Addressing the financing gap requires an integrated approach, combining the enhancement of the GPTF with innovative finance solutions and other potential sources of funding.

Future Narratives

Future Narratives: Designing for an Uncertain Future
The long-term financial sustainability and effective management of Namibia's Protected Area Network (PAN) face significant challenges amidst a continually changing world. To ensure the proposed interventions are resilient and deliver enduring global environmental benefits, this project has developed simple future narratives[1][1].

1. Focal Question and System Bounds:
The focal question addressed by these narratives is: *How can the proposed project interventions ensure the long-term financial sustainability and effective management of Namibia's state-run Protected Area Network (PAN) in the face of uncertain future changes in key external drivers?*

The system is defined as Namibia's state-run Protected Area Network (PAN), encompassing its 24 protected areas (15 national parks, 5 nature reserves, 3 state forest reserves, and 1 marine protected area), covering 17% of the national territory. The time horizon for enduring impact is set to at least 2050, extending beyond the project's 60-month implementation period. The narratives consider impacts arising from regional and national contexts, acknowledging that the PAN is part of a larger interconnected mosaic of conserved areas.

2. Identification of Key System Drivers:
In addition to the financial constraints and policy issues directly addressed by the project, several external and uncertain drivers significantly influence the future of Namibia's PAN and are largely beyond the direct control of the GEF intervention. These key system drivers, which determine how the social-ecological system is likely to unfold, include:

- **Climate Change Impacts:** Namibia's arid and semi-arid ecosystems are highly vulnerable to unpredictable rainfall patterns, prolonged droughts, and increased frequency and intensity of extreme events like floods. These impacts directly affect primary productivity, resource availability, ecosystem health, and can lead to land degradation, reduced water tables, and changes in habitat-specific species. While the project cannot alter global climate trends, it must plan to work within these future conditions.
- **Economic Development** Trends and Investment Priorities: The drive for economic advancement, including large-scale renewable energy initiatives and resource extraction (e.g., green hydrogen, uranium), can lead to conflicting land-use demands and habitat destruction if not adequately managed. The rate and nature of foreign investment, and the country's economic growth trajectory, will significantly influence available domestic resources and competing demands for land use.
- **Sociocultural and Political Dynamics (including Internal Migration and Conflict):** Increasing human population, coupled with internal displacement due to disasters or conflict, intensifies pressure on natural resources, driving settlement expansion and habitat degradation. Social tensions between established communities and immigrants, and the potential for conflict, can undermine conservation efforts and affect the stability of governance.

- **Global Market Environmental, Social, and Governance (ESG) Signals:** The increasing global trend for markets to demand high social and environmental standards in production, particularly for goods like textiles and garments, could influence the demand for Namibia's natural resources and the willingness of international investors to support sustainable practices. The pace and strictness of these ESG demands are uncertain.

These drivers are largely outside the project's direct influence, distinguishing them from 'barriers' which the project directly aims to address (e.g., insufficient domestic financial resources, lack of institutional capacity for finance mobilization).

3. Decision on Priority Drivers and Narrative Structure:
To structure the future narratives, two key uncertain and orthogonal drivers were selected. These drivers are:

- **Level of Climate Change Impacts:** This encompasses the uncertainty in the severity and frequency of climate change impacts, ranging from *Lower Climate Change Impacts* (e.g., slower increase in extreme events, allowing time for adaptation) to *Higher Climate Change Impacts* (e.g., rapid evolution of disasters, severely damaging ecosystems and infrastructure). This is a critical external force that cannot be significantly influenced by the project.
- **Pace of Economic Development and ESG Integration:** This encompasses the uncertainty in Namibia's economic growth trajectory and the extent to which environmental, social, and governance (ESG) considerations are integrated into development. This ranges from *Slower Economic Growth / Weak ESG Integration* (e.g., limited investment, less emphasis on environmental standards) to *Faster Economic Growth / Strong ESG Integration* (e.g., significant foreign investment, strong demand for sustainable practices). These economic forces influence the availability of resources and the context for sustainable finance solutions.

These two drivers are considered reasonably independent of each other (orthogonal). For example, while climate change might affect economic sectors, the *pace* of economic development and the *degree of ESG integration* can vary independently of the *severity* of climate impacts. Their interaction, however, will be critical in shaping the future.

Combining these drivers might suggest four distinct future narratives, allowing for the exploration of a useful diversity of future conditions:

- Narrative 1: Lower Climate Change Impacts, Slower Economic Growth / Weak ESG Integration
- Narrative 2: Higher Climate Change Impacts, Slower Economic Growth / Weak ESG Integration
- Narrative 3: Lower Climate Change Impacts, Faster Economic Growth / Strong ESG Integration
- Narrative 4: Higher Climate Change Impacts, Faster Economic Growth / Strong ESG Integration

4. Description of Each Future Narrative:
These narratives outline how the world will develop, largely independent of the proposed GEF intervention, considering the interactions among the key drivers. They illustrate alternative ways the baseline scenario might play out.

Narrative 1: 'Stagnant Adaptation' (Lower Climate Change Impacts, Slower Economic Growth / Weak ESG Integration)
In this future, climate change impacts evolve slowly, providing a window for adaptation and planning. However, Namibia experiences prolonged periods of slower economic growth, potentially exacerbated by global economic downturns or reduced foreign investment due to weak ESG signals. This leads to limited government resources and a continued struggle to fund essential PAN operations. While environmental pressures from rapid development are reduced, the lack of economic alternatives intensifies local dependence

on natural resources, potentially increasing illegal activities in protected areas. Policy incoherence and a lack of enforcement capacity persist due to insufficient public funds and a low priority on environmental sustainability in the absence of strong economic drivers for it. The conservation fee revenue, while stable, does not significantly increase, and innovative financial solutions struggle to gain traction due to a lack of investor interest or enabling policies. The PAN experiences a slow, gradual degradation due to persistent underfunding and limited capacity to implement effective management plans, despite less severe climate-induced pressures. Stakeholder engagement around conservation issues is low due to a focus on immediate livelihood concerns.

Narrative 2: 'Climate Crisis, Economic Strain' (Higher Climate Change Impacts, Slower Economic Growth / Weak ESG Integration)

This narrative presents a challenging future where rapid and severe climate change impacts (e.g., more frequent and intense droughts, extreme floods) severely strain Namibia's economy and its natural systems. With slower economic growth and weak ESG integration, there is a diminished capacity to plan for or respond to these escalating climate disasters. Public funds are diverted to immediate disaster relief, further exacerbating the PAN's funding deficit. Marine and terrestrial ecosystems are severely damaged, undermining tourism potential and local livelihoods. Resource scarcity intensifies human-wildlife conflict and drives increased illegal activities in protected areas. The GPTF struggles to mobilize funds or attract investment in a climate of economic instability and declining environmental assets. Interventions that do not build social capital and provide robust alternative livelihoods in a climate-stressed and economically constrained environment are unlikely to have enduring impact. The overall resilience of the PAN and associated communities is significantly eroded.

Narrative 3: 'Sustainable Prosperity' (Lower Climate Change Impacts, Faster Economic Growth / Strong ESG Integration)

This is a more optimistic future. Slower climate change impacts allow ecosystems to retain their resilience and provide time for proactive adaptation planning. Concurrently, Namibia experiences robust economic growth, attracting significant foreign investment driven by strong global ESG signals. This creates a favourable environment for the development and implementation of innovative sustainable finance solutions, such as biodiversity credits and wildlife bonds, which are integrated into national policies. The government has increased resources and political will to enforce environmental regulations and invest in PAN management. Increased tourism revenue, driven by a stable climate and a focus on sustainable practices, contributes significantly to the GPTF. Opportunities for diversified livelihoods (e.g., eco-tourism, sustainable agriculture) reduce pressure on natural resources. Strong public-private partnerships emerge, with the private sector actively contributing to conservation. The PAN thrives, demonstrating high management effectiveness and delivering enhanced global environmental benefits and increased livelihood opportunities, as financial resources are efficiently allocated and utilized.

Narrative 4: 'Growth at a Cost' (Higher Climate Change Impacts, Faster Economic Growth / Strong ESG Integration)

In this narrative, Namibia experiences rapid economic growth and attracts significant foreign investment, driven by global ESG demands. However, this occurs concurrently with severe climate change impacts. While economic prosperity provides resources, much of the public economy and policymakers' attention are absorbed by responding to climate disasters and their escalating costs. Increased development pressures from a growing economy, coupled with a lack of strong governance capacity to manage the environmental impacts of rapid growth, lead to significant conflict between economic development and conservation. Despite a focus on ESG signals from external markets, the internal capacity to enforce and monitor sustainable practices may be weak, leading to 'greenwashing' or insufficient mitigation of environmental damage. The GPTF may attract capital, but its effective deployment for long-term conservation is challenged by competing demands for funds (e.g., disaster relief, infrastructure development) and potentially weak governance. There is a strong need for direct engagement between the growing economic sectors (e.g., green hydrogen, tourism) and conservation efforts to ensure that economic benefits translate into enduring environmental outcomes. Resilience-building through project interventions must consider the dual pressures of intense economic activity and climate vulnerability.

5. Assessment of Implications for Project Design:

The project's Theory of Change posits that by creating enabling conditions, mobilizing financial resources, and improving knowledge management, it will address critical barriers regardless of the specific future that unfolds[2][2].

Explanation of how the proposed project components and outcomes are assessed against these narratives:

- **Component 1: Enabling conditions created for long-term financial sustainability and effective management of Namibia's Protected Area Network (PAN).**
    - Implications: This component, including strengthening the GPTF and developing diverse financial solutions, is crucial across all narratives. In 'Stagnant Adaptation' and 'Climate Crisis, Economic Strain,' a robust and transparent GPTF is essential for making the most of limited resources and attracting any available funding. In 'Sustainable Prosperity' and 'Growth at a Cost,' a strong GPTF and diverse financial solutions are vital to capitalize on increased economic opportunities and ESG investments, ensuring funds are channelled effectively to conservation. The economic valuation (Output 1.1.1) is particularly important in all scenarios to justify investment in the PAN, especially when competing with other national priorities. Improved governmental capacity (Output 1.1.2) and institutional efficiency (Outcome 1.4) are critical for effective governance and enforcement across all futures, particularly in 'Growth at a Cost' where rapid development could outpace regulatory capacity. The ability to develop and approve new financial solutions (Outcome 1.5) is more readily achievable in scenarios with 'Faster Economic Growth / Strong ESG Integration' but remains a foundational step even in more challenging futures to prepare for future opportunities.
- **Component 2: Financial resources mobilized through the enhanced GPTF, to improve effective management of Namibia's PAN.**
    - Implications: This component, focusing on mobilizing financial resources and capitalizing the GPTF, is fundamental for robustness. In 'Stagnant Adaptation' and 'Climate Crisis, Economic Strain,' securing increased revenue from existing sources (Outcome 2.1) and initiating new solutions (Outcome 2.2) is critical for survival and preventing further degradation. The explicit objective of capitalizing the GPTF (Outcome 2.3) provides a stable long-term financing base that mitigates the unpredictability of short-term funding in all futures, especially those with economic volatility. In scenarios with 'Faster Economic Growth,' the project's focus on innovative finance and capitalizing the GPTF can leverage private sector engagement and new market mechanisms to significantly enhance conservation funding. The project's emphasis on developing diversified livelihoods (as implied by outcomes aimed at community benefits and addressing human-wildlife conflict) provides robustness in scenarios where traditional livelihoods are threatened by climate change or economic shifts.

- **Component 3: Increase effective, adaptive, and evidence-based financial decision making by MEFT management due to improved knowledge management.**
    - Implications: This component ensures that the project can adapt to unfolding uncertainties. Effective M&E and knowledge management are crucial for learning and adapting strategies in all futures, but especially in 'Climate Crisis, Economic Strain' and 'Growth at a Cost,' where rapid changes and unexpected challenges are more likely. The ability to monitor progress, identify challenges, and adapt project strategies (Output 3.1.1) will be vital in navigating the complexities of any future. A robust knowledge management plan (Output 3.1.1) ensures that lessons learned inform future decisions and prevent maladaptation, regardless of the specific trajectory of external drivers.

A.3 Project Approach

The Project approach is relevant in any of the future scenarios presented above because it uses a collaborative approach and addresses the main barriers identified to tackle environmental problems through three interconnected and innovative strategies, detailed in B2 below.

The project's design is inherently resilient to future pressures and possible scenarios because its core strategy focuses on diversifying financial solutions, strengthening institutional capacity, and promoting adaptive management. This approach ensures that the PAN's financial sustainability and effective management are not solely reliant on any single factor, making it robust across a range of potential future conditions.

Currently, there is not a common, well-defined, and understood classification of financial mechanisms used by those involved in conservation finance in Namibia. To provide a structured approach, the Conservation Finance Alliance (CFA) has developed a taxonomy of seven classes of financial mechanisms, which include: Return-Based Investments (e.g., biodiversity bonds); Economic Instruments (e.g., conservation fees charged to park visitors); Grants and Other Transfers (e.g., endowments, sinking funds, philanthropic grants); Business and Markets (e.g., biodiversity credits); Public Financial Management (e.g., fiscal allocations); and Risk Management and Financial Efficiency. This project will strategically target a mix of these financial solutions to ensure a diversified and resilient funding base for the PAN.

The project has identified three key categories of financial solutions that offer promising opportunities for building sustainable financing for Namibia's PAN. These solutions will be further investigated for their suitability and viability, and frameworks and policies will be developed to facilitate their implementation. The table below details these potential financial solutions and the issues they aim to address:

Financial Solutions Analysis

Financial Solution	Description of the opportunity	Issues to be addressed
1. Increased own revenue	Revenue increased is through increasing the conservation fee that is paid by visitors to parks, and which currently goes to the GPTF for park	The Improved Institutional Efficiency component of the project will consider options to address the current

	management. The reformed and enhanced GPTF will be able to significantly increase the conservation fees and other options will also be considered.	architecture of the institutions (MEFT & associated entities) responsible for the PAN. An example is the Namibia Wildlife Resorts (NWR) that receives revenue from accommodation facilities inside the parks but retain all this revenue for its own use, with none going towards park management. This is a strategic challenge involving a wider array of government stakeholders.
2.New revenue generation financial solutions - This project will investigate the suitability/viability & develop frameworks/policies for some as well as begin implementation.		
2.1 Carbon/biodiversity credits	Carbon credit trade significant, despite some recent market issues. Carbon credit: a tradable certificate, issued by a verification organisation, representing one metric ton of carbon dioxide equivalent (tCO2e) that has either been removed from the atmosphere or for which emission has been avoided. Biodiversity credits concept still under development.	An initial sustainable finance assessment (using a process called 'FIND') undertaken during PPG highlighted the current state of play in Namibia regarding carbon, including the nature of existing conservation carbon credit deals and the governments thinking re a carbon trading framework and NDT, and to ID the nature of the opportunity; further elaboration will be required, especially in the area of biodiversity credits; this will be tackled in the project.
2.2 Landscape financing	A Landscape financing approach involves the MEFT entering into an agreement with Landscape Partners who own/use large landscapes adjacent to the PAN which contain important biodiversity and wildlife corridors where the Landscape Partners take responsibility over the long-term, using own time and resources, to manage the landscape according to an agreed Management Plan. The key Benefits for the PAN and MEFT include: - Improved management over areas of important biodiversity and wildlife corridors without MEFT having to allocate resources for ongoing management. - Functional landscapes create a net saving in PA management costs because of enhanced cooperation amongst landscape components towards mutually agreed objectives, strengthening/reviving former wildlife movement corridors which enhance wildlife dispersal and prevent local overpopulation, improved collaborative management of human-wildlife conflict, cooperation in fire management, fence maintenance, management of problem animals etc.	Ongoing stakeholder engagement, which has been boosted during PPG, especially involving both Landscape Partners and the MEFT, is required to continue to stress-test the implementation viability of this approach. A key part of that testing will be to continue to do financial strategy and planning work for how Landscape partners will fund their management over a 20-year timeframe; and b) detailed forecasting of the net saving in PA management of this approach. The viability of a continued landscape-specific approach will be assessed under Component one of this project.

	- Functional landscapes improve PA management efficiency. - Mitigates climate change as allows for wildlife movement corridors, wildlife dispersal areas and buffer zones around PAs.	
2.3 Biodiversity/ wildlife bond	The rhino bond currently being implemented to improve rhino numbers in the Addo National Park in South Africa is an example of a structured blended impact bond (incubated by the GEF). Building from experiences of such bonds globally, a biodiversity bond could be established that involves a Namibian finance institution + a local grant-giver (the GEF equivalent is the rhino impact bond) + Transaction advisors (the World Bank equivalent in the rhino bond) + GPTF/EIF for the issuing of a conservation bond that is linked to improved biodiversity conservation. The finance institution would use their existing bond issuing channels to issue the conservation bond and attract new investor finance to conservation. To address the issue of sustainability a bond should be able to be re-issued - i.e., every 5 years over a 20-year period.	Initial discussion with the private sector in Namibia and a prioritisation exercise through the 'FIND' process during PPG has indicated interest in developing a Namibian biodiversity or wildlife bond that builds from best global experience (including GEF experience as an early financier of wildlife bonds) and which tackles the issue of long-term financial sustainability. Following initial interest, further discussions with key private sector stakeholders to work together to incubate a biodiversity bond(s) will be required at implementation; this is incorporated into the work under Component one.
2.4 Corporate sustainability investment finance (sometimes called ESG)	The intention here is how to relate to and potentially capture funds from companies that are driving their businesses to become net zero emitters and have a net positive biodiversity impact. There are currently opportunities and risks for Namibia within the resource extractive field.	The private sector has indicated interest to support this project, but exactly how needs fleshing out. The private sector will form a key part of the financial solutions options analysis. During that process, the options work will define the importance or otherwise of government developing an ESG policy framework. At PPG these were assessed as being of a lower priority than other more tangible financial solutions.
2.5 Biodiversity offsets & ecological compensatio n	Namibia doesn't currently have a biodiversity offsets policy. However, this has been explored during PPG. It is notable that the first green hydrogen deal announced by the EIF that involves development within the Tsau//Khaeb National Park (Sperrgebiet) includes that Hyphen will pay full ecological compensation for any negative impact to biodiversity caused by the hydrogen project. In addition, Hyphen will pay an annual environmental fee of $6m to the Namibian government via the EIF, and the EIF has indicated interest to allocate some of this into a possible Endowment Fund, under certain conditions. Some of this could potentially go to state Protected Areas.	What is meant by and how ecological compensation and biodiversity offsets align needs to be clarified in a clear policy framework. This framework will be developed during Component One of the project. Careful attention will be required to ensure all the key stakeholders are engaged. An initial study during PPG outlined who these are and what the main issues are. Three more green hydrogen deals, within the Tsau//Khaeb National Park (Sperrgebiet) are going to market. Much bigger than green hydrogen is the offshore oil and gas discoveries. For example, Total's offshore oil findings are

	Ecological compensation involves creating, restoring, or enhancing biodiversity (habitats & species) to counterbalance ecological damage caused by development so that a “no net loss” situation is achieved.	significant and far enough offshore (160 km) not to damage the coast.
3. Conservation Trust Funds		
3.1 Endowment Fund	The main advantage of establishing a long-term financial reserve within the GPTF, potentially in the form of an endowment, is its intention to exist in perpetuity or to preserve its capital over a long-term timeframe. It is invested under management by an experienced Asset Manager who earns a market-related fee for managing the investment. The interest is used for park management and the capital continues to grow, supporting the GPTF's mandate.	The main challenge is the capitalization of the GPTF's long-term financial reserves to a sufficient size that it can generate enough investment finance to be used for PAN management. A second challenge is that the GPTF's governance needs to be enhanced to CTF standards so that it can attract additional funding outside of traditional government and institutional finance. The project will support the reform of the GPTF to the required global governance standards to enable the trust and operational requirements, including through changes in its board over time, to become a fully effective long-term financing mechanism.
3.2 Sinking Fund	The project is aligned with the KfW SFP, which includes bridging financing to meet the operational gap while the suite of financing mechanisms within the GPTF is being established. The bridge funding being provided by KfW is expected to support the PAN in the short term.	Raising additional capital for the GPTF will also face challenges as above. A sinking fund has the advantage of providing short terms finance that can be drawn down but it does not take the GPTF, or MEFT more widely, out of the donor-dependence cycle, whereas an endowment fund, if capitalised, is more likely to.

A.4 Project Baseline

The current state of Namibia's Protected Area Network reveals a complex interplay of ecological value, economic contribution, and profound financial and institutional challenges. Understanding this baseline is crucial for appreciating the transformative potential of the proposed GEF intervention. This project baseline outlines the current state of PAN financing, existing mechanisms, and key stakeholders involved in addressing these issues.

Financial Challenges and Funding Gap

The PAN is currently hampered by a persistent annual operational funding deficit of USD $5.7 million (NAD 103 million). This shortfall represents a 31% gap in the Ministry of Environment, Forestry and Tourism's (MEFT) annual budget, and it does not include long-term infrastructure or expansion costs required to meet Global Biodiversity Framework (GBF) goals. A significant portion of the PAN's annual budget, approximately 90%, is consumed by staff salaries, leaving only 2-12% for essential operational costs. This severely hinders effective park management and critical biodiversity conservation actions.

Despite the protected area tourism sector's substantial contribution to Namibia's economy—estimated at N$2.05 billion or 3.8% of GDP in 2008—the budget allocated for PAN management remains disproportionately low, typically ranging from 1% to 1.2% of GDP. This fundamental misalignment between the economic value generated by the PAN and the funds allocated for its management jeopardizes the sector's critical contribution to the Namibian economy. The ongoing disparity indicates a historical underappreciation of the full economic contributions of protected areas, including vital ecosystem services beyond direct tourism revenue, coupled with insufficient political prioritization in conservation budget allocation. Without an updated and comprehensive understanding of the PAN's multifaceted economic value and robust advocacy, this financial imbalance is likely to persist, further eroding the very assets that underpin a significant portion of the national economy

Current Funding Sources

Expenditure on national park management is primarily drawn from three sources: government annual budget allocations, the Game Product Trust Fund (GPTF) through various fees, and external donors.

- **Government Funding**: Over the last five years, government funding constituted 68.1% of the total, though 88-98% of this is consistently allocated to personnel expenditure. Furthermore, the Ministry of Environment, Forestry and Tourism's (MEFT) budget has only recently returned to its 2015/16 levels in 2023/24, meaning that when adjusted for inflation, its real purchasing power is considerably worse than a decade ago.
- **Donor Support:** Donor support has been crucial, with an estimated EUR 139 million over the past 10 to 15 years from key donors such as GEF, KfW, USAID, U.S. Department of State, Bureau of International Narcotics and Law Enforcement (INL), MCA, and WWF. However, this funding has been project-specific, short-term, and based on donor priorities, leading to unpredictable reliance on external sources rather than sustainable in-country funding mechanisms. Without a long-term sustainable financing plan, the gains from this donor value could be significantly eroded.
- The **GPTF,** established in 1997, serves as a crucial domestic mechanism for channelling income from wildlife product sales, park conservation fees, trophy hunting concessions, and donations towards conservation efforts and human-wildlife conflict mitigation. Despite its intended role, the GPTF accounted for only 1.6% of overall funding for PAN management over the last five years. A significant challenge for the GPTF is the high variability of its revenues; approximately 60% of its income accrues from annually fluctuating sales, such as hunting concessions, wildlife products, problem animal hunting, and live animal exports. While the recently introduced conservation fees have shown potential for increasing revenue, their stability is inherently linked to tourist numbers and susceptible to external factors like pandemics or fuel price fluctuations. Crucially, the GPTF's current operational status only partially complies with international best practice standards for Conservation Trust Funds (CTFs), which encompass 67 standards across seven core areas. This partial compliance significantly impedes its ability to attract broader and more substantial funding and investment, particularly from international philanthropic sources that demand high levels of governance and transparency.
- Namibia also benefits from other existing conservation funds, such as the Environmental Investment Fund (EIF) and the Community Conservation Fund of Namibia (CCFN). While these funds are indispensable and contribute significantly to broader conservation efforts, their specific mandates and operational structures mean they do not fully address the core operational deficit of the state-run PAN.

Existing Financial Mechanisms and Revenue Generation

In more detail, Namibia's environment sector benefits from three conservation funds:

- **Game Products Trust Fund (GPTF):** Managed by the Minister of Environment, Forestry and Tourism, the GPTF channels revenue from protected areas and wildlife towards conservation. It supports projects in protected areas and human-wildlife conflict mitigation. Revenue streams include park conservation fees, trophy hunting concessions, sales of animal products, and donations. The introduction of conservation fees in 2021/22 has shown significant potential for increasing own income for park management, and there's potential for increased revenue as tourism recovers. A 2023 feasibility study confirmed the persistent funding gap and highlighted the need to enhance the GPTF and diversify funding sources. The MEFT, with KfW support, has identified the GPTF as the central institution for realignment to improve revenue generation and disbursement for protected areas.

- **Environmental Investment Fund (EIF):** Launched in 2012, the EIF mobilizes and allocates funding for projects promoting sustainable use and efficient management of natural resources. It is overseen by the Managed by the Minister of Environment, Forestry and Tourism and is Namibia's Green Climate Fund accredited body, having mobilized $167 million over the past six years. The EIF manages a Green Impact Facility and receives 30% of environmental levies on certain products. It has expressed interest in capitalizing the GPTF with environmental fees from green hydrogen projects, including an initial $6 million annually from the Hyphen green hydrogen project within the Tsau ||Khaeb (Sperrgebiet) National Park.
- **Community Conservation Fund of Namibia (CCFN):** This fund specifically supports community-based natural resource management. The CCFN specifically supports community-based natural resource management initiatives.

Revenue generation from the PAN includes:

- Entrance fees (100% to State Revenue Fund).
- Conservation fees (100% to GPTF).
- Tourism concession fees (25% to State Revenue Fund, 75% to conservancies).
- Filming fees (100% to State Revenue Fund).
- Hunting concession fees (100% to GPTF).
- Wildlife sales/auctions (100% to GPTF).
- Sale of game products (100% to GPTF).

Namibia Wildlife Resorts (NWR) retains 100% of its revenue from accommodation facilities inside the parks, despite generating a significant quantum of funds. The NWR's revenues climbed to N$395 million in 2019, but they experienced losses in 2020 and 2021. The NWR will be included in the institutional efficiency review of this project due to the significant potential of tourism facility revenues.

Legal Framework and Management

The institutional and legal framework governing Namibia's PAN is rooted in the 1990 Namibian Constitution, which mandates the state to ensure the maintenance of ecosystems, essential ecological processes, and biological diversity. Key legislation, such as the Nature Conservation Ordinance (1975) and its subsequent amendments (1996 and 2017), laid the groundwork for protected areas, conservancies, and concessions. National Parks in Namibia were established under the Nature Conservation Ordinance, Ordinance 4 of 1975, while the Nature Conservation Amendment Acts of 1996 and 2017 provide for conservancies and concessions. The upcoming Wildlife and Protected Areas Management (WPAM) Bill is expected to replace these laws, strengthening protection and increasing financing options through fees, charges, and mechanisms like biodiversity offsets (though a framework for the latter will be required). MEFT manages the PAN and Community-Based Natural Resource Management (CBNRM) through the Department of Natural Resource Management (comprising the Directorate Wildlife and National Parks (DWNP) and the Directorate of Scientific Services (DSS)) and the Department of Environmental Affairs and Forestry (comprising the Directorate of Environmental Affairs and the Directorate of Forestry). The DWNP has a core staff complement of 1,475 posts, with 500 currently vacant. National park management plans address categories such as securing landscape connectivity, protecting biodiversity, fostering regional conservation synergy, maximizing economic development based on sustainable utilization, protecting cultural and historic assets, and providing recreational opportunities.

Namibia Wildlife Resorts (NWR), a state-owned enterprise, holds the mandate to operate tourism facilities within the protected areas. However, NWR functions with significant autonomy, retaining 100% of the revenue generated from its accommodation facilities inside the parks. This arrangement has direct implications for the financial resources available for park management, as a substantial portion of the revenue generated from activities within the protected areas does not directly flow back into their conservation and upkeep.

The proposed GEF project aligns with existing Namibian government laws, policies, strategies, and management plans. This includes the 1990 Namibian Constitution's commitment to biodiversity protection and the National Plan to exceed Target 3 of the Kunming-Montreal Global Biodiversity Framework (KM-GBF).

Baseline Projects and Initiatives

The proposed GEF project will build upon and link to several existing initiatives:

- KfW/MEFT Partnership: KfW committed EUR 3 million in 2021 for the first phase of the 'Sustainable Financing Mechanism for PA in Namibia' project, aiming to create capacities for sustainable PAN finance through GPTF realignment. An additional EUR 4 million bridging fund was committed to cover operational costs until 2029, pending GPTF realignment between 2025-2027. The GEF project is fully aligned with this KfW initiative. A new KfW project also aims to strengthen the GPTF to meet global conservation trust fund standards.
- Environmental Investment Fund (EIF): As mentioned, the EIF is a key partner, having mobilized significant funds and indicating interest in capitalizing the GPTF.
- Civil Society Partnerships: The project will leverage strong civil society partnerships, including WWF-Namibia and Namibia Nature Foundation, and learn from previous GEF investments in the country.

Without the catalytic intervention of the GEF project, Namibia's Protected Area Network would continue on a trajectory of chronic underfunding and ineffective management. The persistent annual operational deficit of USD 5.7 million would remain unaddressed, leading to an ongoing degradation of ecological integrity and an accelerating loss of globally significant biodiversity.

In this business-as-usual scenario, the current heavy reliance on unpredictable, short-term external donor funds would persist, preventing the establishment of robust, sustainable, and in-country financing mechanisms. The Game Product Trust Fund (GPTF) would continue to operate below international best practice standards, severely limiting its capacity to attract and manage substantial, long-term capital required for enduring conservation efforts. The fundamental misalignment between the PAN's significant economic value and its consistently low budget allocation would perpetuate, eroding the sector's critical value to the Namibian economy. Essential management functions—such as anti-poaching operations, the maintenance of vital infrastructure, and effective human-wildlife conflict mitigation—would remain severely under-resourced. This would lead to increased threats to key species populations and the degradation of essential ecosystem services.

Furthermore, the deep-seated institutional and capacity barriers within MEFT and the Directorate of Forestry (DoF) would remain unaddressed. This includes the continued use of outdated forest inventories and the absence of comprehensive forest accounts, which would hinder data-driven decision-making and prevent the development and implementation of innovative financial solutions like carbon markets. The socio-political complexities and reputational risks associated with certain state forests would also remain unresolved, potentially deterring future investment in these critical areas. Ultimately, this business-as-usual scenario would lead to a continued decline in ecosystem resilience, an escalation of human-wildlife conflict, and a failure to meet both national conservation objectives and Namibia's commitments under global biodiversity frameworks. The long-term safeguarding of Namibia's invaluable natural heritage for future generations would be severely jeopardized.

Stakeholders

Proactive stakeholder engagement is critical to the project's success. The table below lists key stakeholders and their roles in the project's execution.

Name of Stakeholder	Mandate/Role	Relevance to the project	Nature and Frequency		
			Components	Frequency	Mode of engagement
1. Government Ministries (National/Central & Local)					
Ministry of Environment, Forestry and Tourism	Promotes biodiversity conservation in the Namibian environment through the sustainable utilization of natural resources and tourism development for the maximum social and economic benefit of its citizens	The initiator of the project, responsible for PA management, oversees the GPTF. Lead executing Agency of the project, will prepare annual workplans and budget. The MEFT is responsible for the management of wildlife, national parks and state forests, and will be the Executing Agency of the project. The Ministry has the overall responsibility over the GPTF	1, 2, 3	Quarterly and as-needed basis	Discussion of the work plan and budget, understanding of main concerns/additional aspects to be considered by the implementation team. The existing Project Development Team (PDT), which is chaired by the line ministries, will form the basis of engagement to ensure continuity of engagement during implementation. Hence, key government agencies will be invited to have representation on the multi-stakeholder platform (the PSC and other bodies) and any other decision-making role The PMU will also facilitate ongoing knowledge sharing, learning, and coordination on a quarterly and as-needed basis Engagement will be done in person and via virtual meetings, workshops, email, and phone calls.
Directorate of Wildlife and National Parks	Promotes the conservation of natural resources and wildlife habitat in Namibia and to ensure the sustainable use of wildlife resources	Responsible for managing wildlife and national parks, implementation and collection of park user fees, and conservation hunting concessions. The directorate will be responsible for Project Execution jointly with the DoF. Regulator of communal conservancies Implementer of agreements with resident communities in PAs Outcome 1.4 will support improved systems and	1, 2		

		increased government capacity to incorporate sustainable finance mechanisms into the GPTF structure, identifying possible institutional efforts for improving PAN income generation and management.	
Department of Environmental Affairs and Forestry	Responsible for the Department of Environmental Affairs and Directorate of Forestry	Responsible for the implementation of the Environmental Management Act. Outcome 1.2 will support the development and use of data-driven forestry decision-making tools for improved national forest inventories and economic valuation of forest resources.	1, 2
Directorate of Forestry	Promotes sustainable and participatory management of forest and botanical resources to enhance socio-economic development and environmental stability	Responsible for managing the three State Forests and the Botanical Garden of Namibia to be supported through the Sustainable Financing Project. The directorate will jointly implement the project with the DWNP. Regulator of communal forests. Outcome 1.2 will support the development and use of data-driven forestry decision-making tools for improved national forest inventories and economic valuation of forest resources.	1, 2
Directorate of Scientific Services	Provides technical information and support for conservation and resource management programs	Responsible for the awarding and management of tourism concessions in protected areas, and wildlife utilization including the game product stockpile, National CITES Management Authority.	1, 2
Directorate of Administration, Finance	Supports services, such as Financial Management, Human Resources Management and	Responsible for the management of the Ministry's budget, revenue collection, procurement, and payment of goods and	1, 2 (Outcomes 1.4, 2.1)

and Human Resources	Development, Information Communication Technology, and Administrative Services	services and ensuring that treasury instructions are adhered to. Responsible for internal auditing, and reconciliation of revenue collected from park usage, wildlife utilization, and tourism concessions.			
Directorate of Planning and Technical Services	Promotes effective and efficient strategic planning, monitoring and evaluation, knowledge management, development cooperation, and infrastructure to enhance biodiversity, conservation, and tourism development in Namibia	Responsible for strategic planning and implementation, monitoring and evaluation, implementation and maintenance of capital projects	1, 2 (esp. outcomes 1.4, 2.1)		
Ministry of Finance and Public Enterprises	Responsible for central government finances, including coordination of the national budget, financial markets, consumer legislation, and tax policy, the ministry plays an important role in positioning Namibia's Public Enterprises to play a significant role in the country's developmental agenda.	The Ministry's Department of Public Enterprises is responsible for ensuring that State-Owned Enterprises (including GPTF) are well managed.	1, 2 (esp. 1.4, 1.5, 2.1, 2.2)		
Namibia Investment Promotion and Development Board	Strives to make Namibia the investment destination of choice by improving the ease of doing business here, starting with eliminating red tape and driving policy reforms	Investment promotion and facilitator of private sector investments in Namibia including potential investments in PAs	2 (2.1, 2.2)		
Ministry of Gender Equality	Promotes sustainable socio-economic development opportunities for the	Ensuring gender sensitiveness and responsiveness	1,2		

and Child Welfare	attainment of gender equality and well-being of children				
Public Enterprises (State Owned Enterprises)					
Game Products Trust Fund (GPTF)	Established through an Act as a mechanism for ensuring that revenue obtained from the sale of wildlife products could be used exclusively towards wildlife conservation and community conservation and development programs	GPTF is the designated recipient of funds generated from PAs and wildlife to support PA management and other conservation programs. The institution was identified for realignment to enhance sustainable financing of PAs. GPTF will be the focus of institutional strengthening, and the ultimate conduit through which resources mobilized under the project are channeled.	1, 2 (1.3, 1.4, 2.1, 2.2, 2.3)	Quarterly or more often as necessary	The public sector will be communicated to on a quarterly basis or more often as necessary. However, GPTF in particular might see more regular or unstructured engagement as a designated beneficiary under component 2. Engagement will be done in person and through virtual meetings, workshops, email, and phone calls (There might also be institutional visits for the specific case of GPTF)
Environmental Investment Fund of Namibia	A fund created by the Act to support individuals, projects, and communities that ensure the sustainable use of natural resources	Accredited to the Green Climate Fund, domestic resource mobilization and investment for the environmental sector. The EIF is also potentially placed to receive funding from infrastructure developments in PAs that could be channeled back to PA management	2 (2.2, 2.3)		
Namibia Wildlife Resorts (NWR)	Manages tourism facilities in PAs.	NWR is potentially placed to contribute to the management of PAs where its operations are based.	2		
Road Fund Administration	Promotes sustainable socio-economic development opportunities for the attainment of gender equality and well-being of children	Signed an MoU with the MEFT for the upgrading and re-graveling of tourism roads in Etosha National Park amounting to N$700 million over five years	2		
Roads Authority	Constructs and maintains Namibia's road sector.	A potentially key player in future upgrading and maintenance of roads in National Parks.	2		
Social Security Commission	Administers social security funds	Could potentially give lessons learned in funds management	2		

National Commission on Research Science and Technology (Namibia)	Responsible for research and development		2		
Local Community Groups (LMMAs, CBOs, Constituency Councillors, Traditional Authorities, etc)					
Constituency Offices	Local government	As part of the decentralization policy, these are the direct liaison offices (government) closer to the communities or in the Zambezi State Forest for all project implementation within the constituency	2	Quarterly basis or as often as necessary	Will be engaged and provide technical input during consultation processes and may take on a role as implementing partners. Communities will be consulted in line with FPIC principles. The specifics of the FPIC process will be agreed to with communities as outlined in a separate documents on safeguards. Safeguards and Gender Officer will be in direct contact with the communities, engaging them on a quarterly basis or as often as necessary
Traditional Authorities: Traditional Authorities	Responsible for land administration	Part of the decentralization policy and direct liaison office with communities in the Zambezi State Forest for all project implementation within the constituency	2		
Local Communities and Indigenous Peoples: **Indigenous Peoples**: Khwe People (San or Barakwena)	Their livelihoods depend on forest resources	Contribute to biodiversity conservation Potential recipients of socio-economic benefits from State Forests through tourism concessions	2		
CBOs : Community Forests &Conservancies:	Involved in biodiversity conservation (including community forests)	Contribute to biodiversity conservancy Potential recipients of socio-economic benefits from State Forests through tourism concessions	2		
Parks Residents &Neighbor	State forest neighbors whose residents use forest resources	Potential recipients of socio-economic benefits from	2		

s **Neighbours** :Residents, Adjacent towns and settlements		State Forests through tourism concessions			
4. Private Sector					
Hospitality Association of Namibia (HAN)	Represents the full spectrum of the hospitality industry, from hotels to guest houses, guest farms, lodges, rest camps, restaurants, conference centres, and catering services	Relies significantly on PAs for tourism-based clients.	2	Annually or as often as necessary	Concession holders, and private sector actors will be engaged through the multi-stakeholder platform, and will be consulted throughout the planning and implementation process. Community tourism operators and their representative bodies are also key stakeholders and will similarly be engaged at the multi-stakeholder engagement platforms or as often as necessary
Tours and Safari Association of Namibia (TASA)	A voluntary private-sector body that acts on behalf of its members to encourage the development of responsible tourism in Namibia, ensure standards and reliability in the Namibian tourism industry, and further the common interests of Namibian Tour Operators	Contributes significantly to conservation and other park user fees and therefore has a special interest in rates set.	2		
PA Tourism Concessionaires	Manages tourism concessions in PAs	Contributes significantly to conservation and other park user fees and therefore has a special interest in rates set.	2		
Chamber of Mines of Namibia	Responsible for the stewardship of mining, exploration, and associated activities for the benefit of all stakeholders	Potentially a key player in the implementation of offsets financed through mining companies operating in PAs, particularly in coastal parks	1, 2		
Namibian Chamber of Environment	NCE is an umbrella association that provides a forum and mouthpiece for the broader environment sector, which can	Potentially a key player in raising funds for protected areas	2		

	lobby and raise funds for its members				
Sustainable Finance Coalition	The Sustainable Finance Coalition (the Coalition) finds, designs, and mobilizes tailormade finance solutions for nature	To provide technical assistance to the MEFT/KfW Sustainable Financing Project	1, 2 (esp. 1.5)		
AgriBank	The Agri Bank is responsible for providing loans and other funding instruments to individuals, consortia, or other entities venturing into agricultural and conservation activities in Namibia.	AgriBank could be a potential financier or co-financier in the future. Some of their past intervention could be complementary to this project, thus a critical stakeholder, even for benchmarking and project sustainability	2	Quarterly basis or as often as necessary	Banking sectors and other potential financiers will be invited to comment on and participate in various project components. Under Components 1 and 2, and continuously engage on matters related to Sustainable Financing, ideally quarterly and as often as necessary.
Bank Windhoek	Bank Windhoek is a sustainable finance advocate and has developed different financing instruments applicable to any qualifying Namibian.	Financing instruments offered by Bank Windhoek, in particular those in agriculture, climate change, and conservation, could be complementary to this project as well as potential future funding partnership or collaboration, including project sustainability.			
5. Private Nature Reserves					
North Central Etosha Height Ongava Nature Reserve B2Gold Otjikoto Nature Reserve	Private Nature Reserves fill the gap not covered by State Protected Areas, protecting both even some endangered wildlife species. These areas also safeguard many plant species that are either absent or minimally present in national parks, making them critical for maintaining botanical diversity.	Potentially a key player in raising conservation funds that also benefits protected areas at the landscape level, as most of these reserves or farmlands are bordering PA	2	Quarterly basis or as often as necessary	There exists an established and operational mode of communication between MEFT and all private nature reserves in Namibia. This platform facilitates both regular and ad hoc dialogue on matters related to conservation—not only in connection with this project, but also in relation to any direct or indirect interventions, particularly those with potential landscape-level impacts. As such, this group of stakeholders will be engaged
South-South West Fish River Private					

Nature Reserve Orange River-Karoo Conservation Area NamibRand Reserve ProNamib Nature Reserve Gondwana Canyon Nature Park Erongo Mountain Nature Sanctuary					consistently throughout the implementation and post-implementation phases of the project.
Central Namibia Cheetah Conservation Farm Erindi Game Reserve Onguma Private Game Reserve Eden Nature Reserve					
6. Non-Governmental Organizations /Local and international Civil Society Organization					
World Wildlife Fund, Namibia	Liaise with WWF US, an accredited GEF Agency	To provide project supervision support at the national level (supporting WWF US in its role as GEF Agency)	1, 2	Quarterly and as often as	Key NGOs will be invited to comment on and participate in Components 1 and 2.

World Wildlife Fund, US	WWF US is accredited as a GEF Agency	WWF will serve as the GEF Agency, providing comprehensive support and oversight to ensure the achievement of the Project Objective and Results	1, 2	necessary	This will be done quarterly and as often as necessary.
WWF South Africa	Implements projects on biodiversity offsets	Views and guidance may be sought to provide some technical inputs on biodiversity offsets	2		
UNDP Namibia/FAO Namibia	Support Namibia on similar projects.	Assuring alignment with and non-duplication in light of BIOFIN, will participate in PSC.	1,2		
Namibia Nature Foundation	Promotes sustainable development, conserving biodiversity, and ensuring the wise use of natural resources for the benefit of all Namibians	Private sector foundation for fundraising and technical support to conservation	2		
Namibia National Youth Council	Formulate and implement policy on youth development issues in Namibia	Will be directly consulted and engaged, ensuring consideration of perspectives in the development and implementation of financing mechanisms	1,2		Will be invited to comment on and participate in Components 1 and 2 (development of mechanisms). This will be done quarterly and as often as necessary
The Namibia Women's Association	a Namibian non-profit organization providing support to women and survivors of domestic violence; also provide support and advocacy for legal reform and gender equality in Namibia	Will be directly consulted and engaged, ensuring consideration of perspectives in the development and implementation of financing mechanisms	1,2		
Community Conservation Fund of Namibia (CCFN)	Supports Namibia's community-based natural resource management programme through conservancies and park resident associations	A key player in park management through support to park neighbors, thereby contributing to biodiversity conservation at the landscape level, including the creation of buffer zones	2		These CSO networks will be invited to participate in all components because their Working groups contribute to major conservation, institutional development and data management, through, structured consultations, participatory workshops, field-level engagements, and review of project materials. These stakeholders will also be **actively involved in the execution of project activities**, including biodiversity assessments,
NACSO Working Groups - Representing partners i.e NNF,	Umbrella Organization for Civil Society Supporting Community-Based Natural Resource	Key player in CBNRM including corridor management connecting wildlife National Parks.	1, 2,3		

NDT, IRDNC, CCN	Management in Namibia				sustainable livelihood initiatives, legal and policy guidance, and long-term conservation financing planning and solution.
7. Development partners					
Development Bank of Namibia	Promotes the provision of financing for areas with low economic activity and businesses owned by underrepresented groups, such as women and youth	Potentially a key player in funding key infrastructure development and tourism development in protected areas	2	Quarterly and as often as necessary	Key development partners such as KfW and others will be invited to comment on and participate in various project components. Under Components 1 and 2, and continuously engage on matters related to Sustainable Financing, ideally quarterly and as often as necessary
KfW Development Bank	Development support on behalf of the German Government Major funder of major protected area management in Namibia	MEFT/KfW will be co-financing the Sustainable Financing Project and will therefore be dovetailed with this project.	1, 2		
GIZ	Development support on behalf of the German Government Major funder of major protected area management in Namibia	Implementing various projects supporting protected areas, including the Green List process in Northeastern parks.	1, 2		
International Union for Conservation of Nature (IUCN)		Supports the Green List process in Northeastern parks.	2		
Advisory Boards					
Sustainable Development Council of Namibia	Promotes cooperation and coordination on environmental issues relating to sustainable development in Namibia	Collaboration on Biodiversity Offset policy formulation and implementation	1, 2	Quarterly and as often as necessary	These advisory boards will be engaged throughout the implementation process and, in some instances, invited to the multi-stakeholder engagement platform.
Nature Conservation Board of Namibia	Represents the wildlife sector and fosters an operational partnership	Advises the MEFT on nature conservation in the country.	1, 2		

B. PROJECT DESCRIPTION

This section asks for a theory of change as part of a joined-up description of the project as a whole. The project description is expected to cover the key elements of good project design in an integrated way. It is also expected to meet the GEF's policy requirements on gender, stakeholders, private sector, and knowledge management and learning (see section D). This section should be a narrative that reads like a joined-up story and not independent elements that answer the guiding questions contained in the guidance document. (Approximately 3-5 pages) see guidance here

Project Objective: Ensure long-term financial sustainability for effective management and safeguarding of Namibia's existing state-run Protected Area Network (PAN).

Namibia's Protected Area Network (PAN) is a globally significant biodiversity asset, but its long-term financial sustainability and effective management are consistently challenged.

The project's Theory of Change posits that the PAN can achieve financial stability and operational effectiveness through a comprehensive, interconnected, and adaptive approach. Fundamentally, if the Game Product Trust Fund (GPTF) is enhanced and capitalized, it will be in an improved position to better support the management effectiveness of the state protected areas network in Namibia.

The project's **Theory of Change** is structured as follows:

IF enabling conditions are created for long-term financial sustainability and effective management of the PAN, **AND** financial resources are mobilized through diverse mechanisms, including the enhanced GPTF, **AND** effective, adaptive, and evidence-based financial decision-making is increased through improved knowledge management;

THEN the project will achieve the following outcomes:

- **Reduced insufficient domestic financial resources:** The project will build a compelling business case demonstrating the economic value of Namibia's PAN, garnering endorsement from key governmental bodies, including the GPTF, MEFT, and the Ministry of Finance. This will justify increased investment and resource allocation for PAN management, including, for example, strengthening the Directorate of Forestry's capacity for data-driven decision-making through improved national forest inventories, accessible toolkits, and integrated economic valuation frameworks for forest resources.
- **Reduced misalignment between the economic value of the PAN and fund allocation:** By developing a comprehensive economic valuation and integrating it into strategic communication materials, the project will clearly articulate the PAN's significant contribution to the national economy. This will lead to improved institutional efficiency within MEFT and associated entities to better source and manage finances for the PAN.
- **Provided institutional capacities to deliver increased revenue for the PAN:** The GPTF's institutional capacity will be enhanced to meet global Conservation Trust Fund (CTF) standards, including improved governance, financial systems, and resource mobilization capabilities, aligning with KfW/MEFT's Sustainable Financing Mechanisms Project (SFP). This reform will enable the GPTF to develop and implement a robust budget allocation and financial management system, including comprehensive financial gap analysis.
- **Ensure effective operational management of the PAN:** By mobilizing financial resources through the reformed GPTF, the project will increase revenue from existing sources (e.g., increased conservation fees) and implement new sustainable financial solutions (e.g., carbon/biodiversity credits, landscape financing, wildlife impact bonds and establishing long-term reserves like endowment or sinking funds). This direct injection of predictable and increased financing will enable parks to implement prioritized aspects of their annual management plans, enhancing on-the-ground conservation actions.

Ultimately, these interconnected outcomes will contribute to the long-term financial sustainability for effective management and safeguarding of Namibia’s existing Protected Area Network, which is crucial for conserving globally significant biodiversity, maintaining essential ecosystem services, and fostering sustainable development in Namibia.

This comprehensive approach is designed to be resilient in the face of future pressures and plausible scenarios, as outlined in the Future Narratives section. The project's core strategy focuses on diversifying financial solutions (e.g., ensuring funding beyond traditional government allocations is available even in 'Stagnant Adaptation' or 'Climate Crisis, Economic Strain' scenarios), strengthening institutional capacity (to effectively manage resources even in 'Growth at a Cost' scenarios where competing demands are high), and promoting adaptive management (through Component 3, enabling MEFT to respond to unpredictable climate impacts or economic shifts, as detailed in 'Climate Crisis, Economic Strain' or 'Growth at a Cost' scenarios). This strategic diversification and institutional strengthening ensure that the PAN's financial sustainability and effective management are not solely reliant on any single factor or a single future trajectory, making the overall design robust across a range of potential future conditions.

The project’s **Theory of Change** rests on the following key **assumptions**:

- Existing conservation management plans are underfunded or require funding to be effectively implemented.
- Climate change impacts in Namibia do not significantly draw funds and attention away from the PAN during the project timeframe.
- There is sufficient resilience within Namibia and built into project design to weather any economic downturn risk.
- Trade-offs made as part of Energy and Mining development deals do not create negative environmental impacts that outweigh the financial benefits.
- Sufficient resources – both human and financial – will be realized in addition to that of the GEF project for viable implementation of the project.
- Sustained political will and commitment from the Namibian government to implement and enforce policy reforms and financial mechanisms for PAN sustainability.

The following diagrams detail the process.

Institutional Arrangement and Coordination with Ongoing Initiatives and Project.

Please describe the Institutional Arrangements for the execution of this project, including financial management and procurement. If possible, please summarize the flow of funds (diagram), accountabilities for project management and financial reporting (organogram), including audit, and staffing plans. (max. 500 words, approximately 1 page)

The project will operate under a robust institutional framework designed to ensure effective collaboration, strategic oversight, and efficient implementation, while also fostering long-term sustainability for Namibia's Protected Area Network.

1. GEF Project Agency – WWF-US - WWF will serve as the GEF Agency, providing comprehensive support and oversight to ensure the achievement of the Project Objective and Results. Its responsibilities include:

Liaising between the project and the GEF Secretariat, ensuring all reporting requirements are met.

Securing the application and compliance of political requirements and standards by GEF and WWF, including technical reporting, fiduciary standards, monitoring & evaluation (M&E), environmental and social safeguards, gender equity, and stakeholder involvement.

Approving annual workplans and budgets, budgetary reviews, and quarterly and annual progress reports. This also includes verifying funds availability, transferring funds, and ensuring the correct use of GEF funds.

Organizing the final evaluation and reviewing project audits.

Ratifying the Project's financial and operational completion.

Taking all necessary measures to resolve any conflict during the Project's implementation that cannot be settled in the first instance by the Executing Agency (EA).

Providing no-objection to key terms of reference for the Project Management Unit (PMU) and other critical project documents.

Conducting annual supervision missions to ensure compliance and report on progress against the Stakeholder Engagement Plan annually to the GEF through Project Implementation Reports.

Providing capacity building and technical assistance to the PMU on ESMF/PF/IPPF implementation requirements and good practices, particularly for LRPs, IPPs, GRM operationalization, and safeguards monitoring.

2. Lead Executing Agency – Ministry of Environment, Forestry and Tourism (MEFT) The Ministry of Environment, Forestry and Tourism (MEFT), as the primary government body in Namibia responsible for the management of the Protected Area Network (PAN) and wildlife resources, will serve as the Lead Executing Agency for this project. Its role includes:

Overall responsibility for overseeing the execution of all project activities, ensuring alignment with national priorities and policies.

Hosting the Project Management Unit (PMU) within its structure, providing the necessary institutional environment for daily project operations.

Ensuring that adequate management, administrative, financial, and procurement policies, procedures, and practices are applied by the PMU to program implementation.

Project level monitoring and evaluation, including the completion of project progress reports, midterm evaluation & terminal evaluations; and annual reflection workshops, between main stakeholders.

Providing strategic direction and guidance and the general supervision of the Project, in order to secure its alignment to the national policies and priorities and ensure the compliance of the Project's activities according to the CEO Endorsement Approval Document and the approved Contract Agreement.

Ensuring compliance with national and international environmental, social, health, and safety laws and regulations, as well as the project's Environmental and Social Management Framework (ESMF).

Reviewing and approving annual work plans and budgets, project reports, and adaptive management measures in coordination with the Project Steering Committee (PSC).

Collaborating closely with the Game Products Trust Fund (GPTF), housed within the MEFT, which is identified as a key executing entity and beneficiary for sustainable financing.

Managing financial processes in collaboration with GPTF, ensuring transparent and accountable use of funds.

Leading national consultation-level processes for national activities with project partners, disclosing project reports and key documents transparently, and managing the authorization of project-related information across all communication methods.

Implementing, monitoring, and supervising the Stakeholder Engagement Plan at the level of the target Protected Areas (PAs), in coordination with the central PMU.

Appointing a MEFT representative as the National Project Director (NPD) to provide internal strategic guidance and coordination for the project on behalf of the MEFT.

3. Project Steering Committee (PSC) A joint Steering Committee, representing both this GEF project and the KfW/MEFT Sustainable Financing Project (SFP), as well as potentially other aligned projects, such as the work of UNDP's BIOFIN, will be established to ensure effective collaboration, strategic oversight, and avoid duplication of effort. The PSC, already a high-level strategic body, will formally invite representatives from key private sector entities and NGOs as observers or co-opted members for relevant discussions. This ensures that their perspectives on sustainable finance mechanisms and landscape-level conservation, for example, are directly considered at the strategic decision-making level. The PSC, chaired by MEFT, will serve as the primary strategic and decision-making body for the project. Its responsibilities will include:

Supervising and monitoring the Project's technical and financial implementation, including compliance with the objectives, activities and goals of the Project.

Reviewing and approving annual workplans and budgets, project reports, and any adaptive management measures required during project execution.

Providing overall strategic direction and policy guidance throughout the project's lifecycle.

Coordinating different donor interventions and ensuring synergies between various Namibian trust funds, notably GPTF and Environmental Investment Fund (EIF).

Facilitating the dissemination of lessons learned from the project implementation.

Taking high-level decisions around the Project's structure, coordination and implementation. The PSC will be chaired by MEFT and will include representatives from MEFT, KfW, NACSO, GPTF, and the Conservancies Alliance, with co-opted members as deemed necessary. The Environmental Investment Fund (EIF) and National Planning Commission (NPC) will also be invited to participate, as will UNDP (as an observer). The GEF Agency (WWF-US) will participate as a non-voting observer to ensure GEF compliance. Sub-committee structures may be created to discuss and approve internal project matters separately, such as budget specifics or staff appointments.

4. Project Management Unit (PMU) A Project Management Unit (PMU) will be established within the same MEFT building as the Game Products Trust Fund (GPTF) and will be led by MEFT for managing the grant and implementing the project. The PMU within the MEFT will be responsible for the day-to-day management, administration, and technical coordination of project activities. The project will actively support the capacitation of the GPTF. MEFT may devolve some project management responsibilities under Component 2 to the GPTF as capacities are strengthened (under Component 1) and following the completion of a due diligence process administered by the GEF Agency. Thus, under component 2 the PMU is expected to become more integrated into the GPTF given the operational aspects of that second component, whilst remaining under the overall leadership and guidance of the MEFT. The PMU will consist of the following key positions:

Project Manager: Responsible for overall project coordination, grant management, and ensuring the project meets its goals and objectives. The Project Manager will work closely with MEFT counterparts and the PMU Team. A terms of references is provided for the Project Manager detailing the balance of technical and management based responsibilities they will take on.

Monitoring, Evaluation & Reporting Program Officer The PMU's M&E specialist will be responsible for developing and implementing an M&E framework, ensuring gender-sensitive indicators and data collection tools are integrated. This will involve regular data collection, preparation of progress reports, and conducting a midterm and terminal evaluation. Annual reflection workshops will be held with key stakeholders, including representatives from MEFT, GPTF, and KfW, to discuss findings and adapt strategies. This activity will be ongoing throughout the project's 60-month duration, starting from Q1, Year 1 (tentative - to be reviewed in inception phase). This ensures that the GEF project's activities are continuously monitored, and adjustments can be made in coordination with the KfW project as needed, particularly regarding the KfW SFP's overall 'Program Objective: A fair access to natural resources and its sustainable management contributes to the protection of biodiversity, functioning ecosystems and improvement of rural income'.

The M&E Officer will develop a comprehensive Monitoring and Evaluation (M&E) framework for the project, including indicators, data collection methods, and reporting mechanisms, with gender-specific indicators and data collection tools to track gender-related outcomes and impacts; implement the M&E framework, collecting data on project activities, outputs, outcomes, and impacts, ensuring data is disaggregated by sex, age, and other relevant socio-economic factors, and that data collection methods are ethical and safe.

- Prepare regular project progress reports, and support the development of midterm evaluation reports, and a terminal evaluation report, analysing the data and highlighting key findings, including gender-disaggregated data and analysis of gender-related outcomes.
- Organize annual reflection workshops with key stakeholders to share M&E findings, discuss progress, identify challenges, and adapt project strategies as needed, ensuring inclusive participation of women and marginalized groups, and that safeguarding measures are in place during workshops.
- Establish a system for using M&E findings to inform project management decisions, ensuring adaptive management and continuous improvement, with a focus on gender-responsive decision-making.

Gender, Environmental and Social (E&S) and Social Inclusion Specialist: Responsible for the overall implementation of the ESMF/PF/IPPF and the GAP, monitoring compliance with environmental and social safeguards, managing the Grievance Redress Mechanism (GRM), and providing technical support for environmental and social screenings and ESMP preparation. This specialist will also ensure gender considerations are integrated into all safeguards processes.

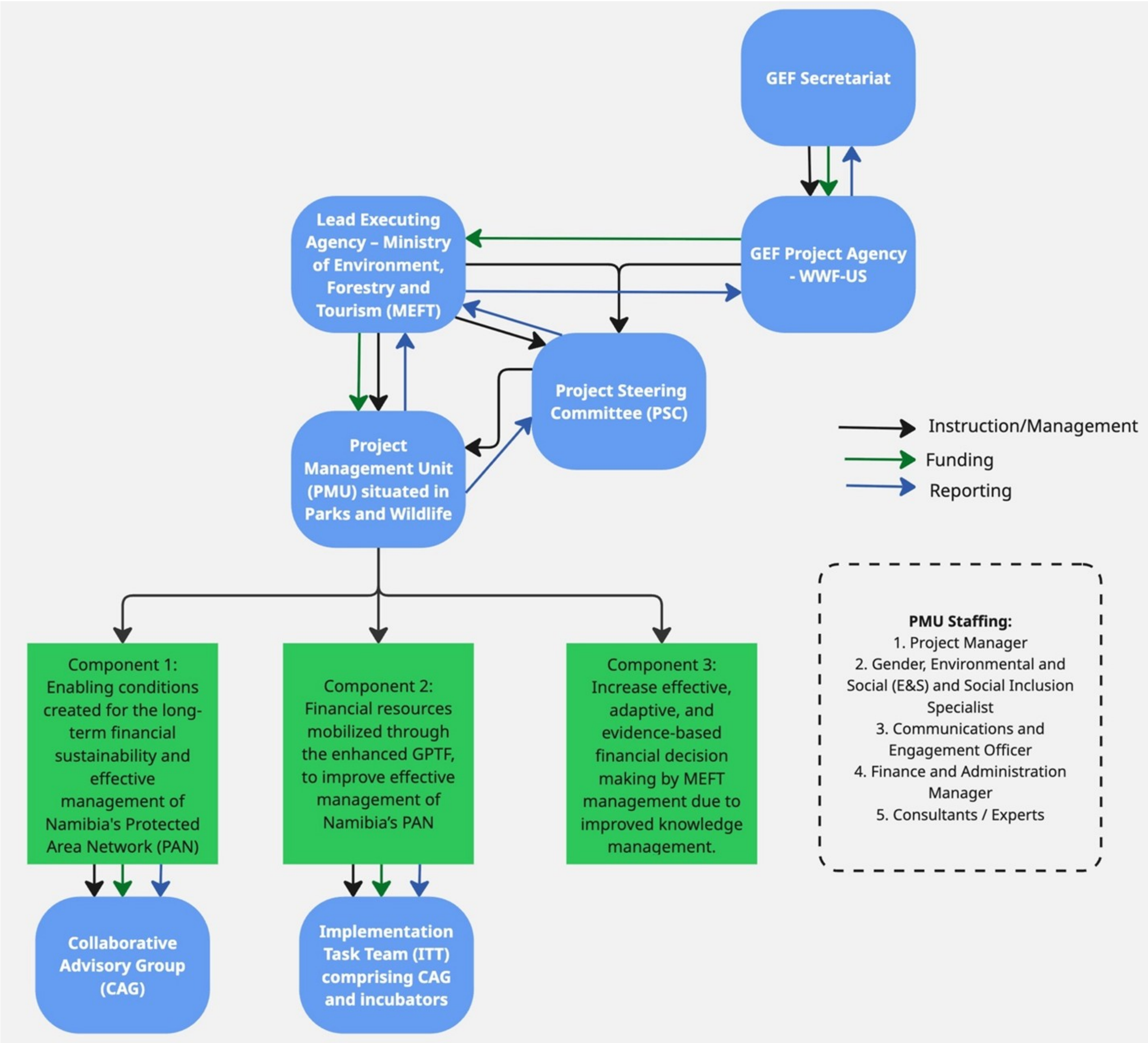
Communications and Engagement Officer: Will complement the team and support communications and outreach efforts, including on gender and safeguarding related issues.

Finance and Administration Manager: Will provide financial and administrative support to the PMU.

Consultants / Experts: Will provide technical support to the PMU and MEFT in areas such as GPTF enhancement, strategic planning, investment strategy, legal advice, ESMS development, innovative finance solutions, and financial management system setup.

The PMU will be responsible for preparing the annual workplan and budget , reports, and recommendations to the PSC. The PMU will ensure adherence to established procurement guidelines and contractual provisions. Disbursement of project funds will be contingent upon full compliance with safeguards requirements.

Project's Institutional Arrangements Flowchart



Will the GEF Agency play an execution role on this project?

If so, please describe that role here and the justification.

The WWF-GEF agency will not have any execution role on this project.

Also, please add a short explanation to describe cooperation with ongoing initiatives and projects, including potential for co-location and/or sharing of expertise/staffing (max. 500 words, approximately 1 page)

The project will dovetail with the MEFT/KfW “Sustainable Financing Project” (SFP). The KfW SFP is anticipated to start implementation by Q4 2025, and the GEF project will build upon its results. Both projects are needed to address the significant operational management funding gap of the MEFT. The ability of the GEF project to succeed is increased through close cooperation with the KfW project.

The two projects complement each other as follows:

- As the MEFT is the executing entity in both projects, the key people appointed to handle both projects will be the same.
- There will be regular communication and engagement between the two project teams.
- A joint Steering Committee representing both projects will be established, and a sub-committee structure will be created where each project can discuss and approve internal project matters separately (e.g., budget details, staff/consultant appointments).
- The GEF project will review results already achieved by the KfW project when it begins implementation and will adjust its results matrix at inception stage to ensure work is not duplicated and remain dynamically linked through collaborative annual work planning and procurement planning as well as through the joint collaboration through the PSC.
- Both projects are responsible for their specific outputs and will ensure high-quality outputs that meet their required target indicators. For instance, if the KfW’s output “Develop and approve Innovative Finance Strategy” is achieved before the GEF project starts, the GEF project will review it and perform only supplementary work to achieve its required output.
- Flexibility will be maintained through good communication between the projects.
- The projects have agreed to work on different areas of focus to avoid duplication. For example, KfW focuses on GPTF reform, while GEF will focus on broader institutional efficiencies within MEFT.
- When it comes to resource mobilization of specific financial mechanisms, the projects will ensure they tackle different mechanisms to achieve maximum benefit.
- KfW has identified a need to support MEFT during the transition period when the funding gap cannot be fully closed from the suite of financial mechanisms, providing bridging finance through a funding line directed via MEFT into GPTF for improved implementation of management plans on the ground.

The project will strategically coordinate with existing GEF-supported initiatives in Namibia to leverage synergies and maximize impact and will learn from those that have been completed. This strategic coordination will be facilitated through the PSC, which includes representatives from various stakeholders and aims to ensure synergies between different Namibian trust funds and align their approaches. The final breakdown of specific coordination activities will occur at the annual work planning stage and via a technical inception workshop once the project starts, given the dynamic nature of PAN management and several projects running at the same time.

Active GEF investments:

- **GEF 7 Enduring Earth Project (Namibia for Life Project - N4L)**: WWF, through the Enduring Earth partnership, is co-leading this Project Finance for Permanence (PFP) initiative, which aims to secure sustainable finance for critical conservation services within Namibia's community conservancies. This project addresses the financing needs of organizations supporting community conservancies, distinct from the PAN needs addressed by this GEF project. N4L includes components such as an Endowment for Extension Services, a Socio-economic Fund, and an Endowment for Conservation Performance Payments. The relevance and coordination with the PA finance project lie in the shared goal of long-term conservation finance; lessons learned from N4L's PFP approach and community-based financing models can inform and potentially be replicated or adapted for state-run Protected Areas, particularly concerning sustainable financing mechanisms and endowment management best practices.
- **'FIND, DESIGN, MOBILISE' Initiative**: This ongoing WWF Namibia initiative, initiated during the Project Preparation Grant (PPG) phase in 2024, is a partnership with the Sustainable Finance Coalition. It focuses on developing sustainable finance solutions in Namibia's conservation landscapes by identifying, assessing, and implementing viable finance solutions, aiming to mobilize resources and implement financial strategies that support long-term conservation and sustainable development. The PA finance project will coordinate with this initiative by building directly on its 'FIND' reviews for identifying the most viable sustainable financial solutions for the PAN (Output 1.5.1). This ensures that the efforts are mutually reinforcing, avoiding duplication and maximizing the impact of sustainable finance solutions across Namibia's conservation efforts.
- **UNDP's BIOFIN project**: The GEF project will coordinate closely with UNDP's BIOFIN project to leverage its expertise in biodiversity finance assessments and the development of national biodiversity finance plans. Synergies will particularly be sought in areas related to economic valuation of biodiversity, identifying and developing innovative finance solutions, and strengthening institutional capacities for finance mobilization, ensuring that national strategies for biodiversity finance are coherent and mutually supportive. This will include exploring potential co-financing opportunities.
- **GEF 7 Integrated approach to proactive management of human-wildlife conflict and wildlife crime in hotspot landscapes in Namibia (HWC-WC)**: Implemented by UNDP, this project supports approaches to proactive management of human-wildlife conflict and wildlife crime. Coordination with this initiative is crucial as improved financial sustainability and effective management of Protected Areas (PAs) directly contribute to reducing human-wildlife conflict (HWC) and wildlife crime. Financial resources mobilized by the GEF project can support on-the-ground PA management activities that enhance law enforcement and HWC mitigation efforts, thereby reinforcing the objectives of the HWC-WC project. Lessons learned from the HWC-WC project regarding effective on-the-ground interventions will inform the allocation of funds from the enhanced GPTF.

Former GEF investments:

- **GEF 6 Integrated Management of Namibia's Rural Landscapes (NILALEG):** Implemented by UNDP, this project supports integrated landscape management, biodiversity conservation, land degradation neutrality, and climate change, focusing on conservancies and community forests.
- **GEF 5 Strengthening the Capacity of the Protected Area System to Address New Management Challenge (PASS):** Implemented by UNDP, this project supported capacity development for protected area management and enabling conditions to address biodiversity loss and enhance habitat restoration.
- **GEF 5 Namibian Landscape Conservation (NAM-PLACE):** Implemented by UNDP, this project supported a framework for landscape conservation and four pilot landscapes.
- **GEF 4 Strengthening the Protected Area Network in Namibia (SPAN):** Implemented by UNDP, this project supported economic research, PA management plans, and their implementation.
- **GEF 3 Namib Coast Biodiversity Conservation and Management (NACOMA):** Implemented by the World Bank, this project supported an integrated approach to coastal management, including Namibia's coastal protected areas.
- **GEF 2 Integrated Ecosystem Management in Namibia through the National Conservancy Network:** Implemented by the World Bank, this project supported the development of Namibia's conservancy program.

Core Indicators

Indicate expected results in each relevant indicator using methodologies indicated in the GEF-8 Results Measurement Framework Guidelines. There is no need to complete this table for climate adaptation projects financed solely through LDCF and SCCF.

Indicator 1 Terrestrial protected areas created or under improved management

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
0	13919842.17	0	0

Indicator 1.1 Terrestrial Protected Areas Newly created

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
0	0	0	0

Name of the Protected Area	WDPA ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)

Indicator 1.2 Terrestrial Protected Areas Under improved Management effectiveness

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
0	13919842.17	0	0

Name of the Protected Area	WDPA ID	IUCN Category	Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)	METT score (Baseline at CEO Endorsement)	METT score (Achieved at MTR)	METT score (Achieved at TE)
/Ai-//Ais National Park	8785	National Park		435,400.00			57.00		
Bwabwata National Park	303692	National Park		627,400.00			68.00		
Cape Cross Nature Reserve	1361	Habitat/Species Management Area		1,000.00			60.00		
Daan Viljoen National Park	1362	National Park		4,000.00			41.00		
Dorob National Park	555543018	National Park		817,600.00			73.00		

Etosha National Park	884	National Park		2,294,100.00			66.00		
Gross Barmen Nature Reserve	18002	Habitat/Species Management Area		100.00					
Hamweyi State Forest Reserve	555766110	Protected area with sustainable use of natural resources		11,203.00			44.00		
Hardap National Park	18005	National Park		24,300.00			51.00		
Kanovlei State Forest Reserve	555766109	Protected area with sustainable use of natural resources		21,954.00			38.00		
Khaudum National Park	17999	National Park		384,162.00			67.52		
Mangetti National Park	317125	National Park		42,000.00			73.50		
Mudumu National Park	30051	National Park		73,700.00			74.00		
Namib-Naukluft National Park	883	National Park		5,076,600.00			72.00		
Naute National Park	30048	National Park		23,500.00			43.00		
Nkasa Rupara National Park	30052	National Park		33,700.00			68.00		
Popa Falls Nature Reserve	18001	Habitat/Species Management Area		50.00					
Skeleton Coast National Park	885	National Park		1,682,000.00			60.00		
South West Nature Reserve		Habitat/Species Management Area		11.17					

Tsau //Khaeb National Park	303691	National Park		2,181,200.00			69.00		
Von Bach Nature Reserve	18004	Habitat/Species Management Area		4,100.00			37.00		
Waterberg National Park	887	National Park		39,600.00			62.00		
Zambezi State Forest Reserve	7442	Protected area with sustainable use of natural resources		142,162.00			58.00		

Indicator 6 Greenhouse Gas Emissions Mitigated

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO_2e (direct)	0	10039333	0	0
Expected metric tons of CO_2e (indirect)	0	66928887	0	0

Indicator 6.1 Carbon Sequestered or Emissions Avoided in the AFOLU (Agriculture, Forestry and Other Land Use) sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO_2e (direct)	0	10,039,333		
Expected metric tons of CO_2e (indirect)	0	66,928,887		
Anticipated start year of accounting		2026		
Duration of accounting		20		

Indicator 6.2 Emissions Avoided Outside AFOLU (Agriculture, Forestry and Other Land Use) Sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO_2e (direct)				
Expected metric tons of CO_2e (indirect)				
Anticipated start year of accounting				
Duration of accounting				

Indicator 6.3 Energy Saved (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Total Target Benefit	Energy (MJ) (At PIF)	Energy (MJ) (At CEO Endorsement)	Energy (MJ) (Achieved at MTR)	Energy (MJ) (Achieved at TE)
Target Energy Saved (MJ)				

Indicator 6.4 Increase in Installed Renewable Energy Capacity per Technology (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Technology	Capacity (MW) (Expected at PIF)	Capacity (MW) (Expected at CEO Endorsement)	Capacity (MW) (Achieved at MTR)	Capacity (MW) (Achieved at TE)

Indicator 11 People benefiting from GEF-financed investments

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female	200	199		
Male	500	256		
Total	**700**	**455**	0	**0**

Explain the methodological approach and underlying logic to justify target levels for Core and Sub-Indicators (max. 250 words, approximately 1/2 page)

The Core Indicator figures presented above are derived from the project's strategic interventions and expected impacts, using methodologies aligned with the GEF-8 Results Measurement Framework Guidelines.

- Core Indicator 1: Terrestrial protected areas created or under improved management (hectare): This figure of 13.9 million hectares represents the entire existing state-run Protected Area Network (PAN) in Namibia, which is the direct target of this project's interventions. The project aims to improve the management effectiveness of all 23 terrestrial protected areas under the mandate of the MEFT through enhanced financial sustainability and institutional capacity. The management improvements are expected to elevate the operational effectiveness across the entire network, ensuring these hectares are consistently managed to a global standard, as measured against criteria such as the IUCN Green List standard. The intent, by EOP, is to indirectly increase Management Effectiveness Tracking Tool (METT) scores across the entire PAN during the life of the project by addressing critical financial and institutional barriers and providing initial capital which will used to leverage further operational funds for the implementation of management plans.
- Core Indicator 6: Greenhouse Gas Emissions Mitigated (Million metric ton of CO_2e):

For this project, The EX-ACT tool was used to calculate the Carbon balance looking at emissions emitted and mitigated for a 20 year time period, as implementation of the project will last 5 years with project activities beginning year 2 and impacts being seen at the onset of year 3. For the purposes of the tool, the assumption is made that without the project interventions and improved protected area management, the four targeted landscapes would face increasing pressure from uncontrolled fires, livestock overstocking, infrastructure development and mining. The four different land type categories for accounting of carbon emissions mitigated were planted and not planted tropical dry forests, as well as planted and not planted tropical shrubland.

Approximately 3,682,270 ha of planted and not planted tropical dry forests would incorporate improved management practices, reducing degradation levels from low to very low through project interventions. Similarly, 70,000 ha of agricultural desert biome (planted tropical shrubland) would see less degradation through improved management while 10,048,176 ha of additional desert biome area would continue to avoid degradation. Lastly, in 65,282 ha of tropical shrubland, levels of degradation would go from very low to low. With impacts being seen at the onset of year 3, direct tCO_2e mitigated during the 5 year project implementation is projected to be approximately 10,039,333 tCO_2e. An additional indirect total of 66,928,887 tCO_2e is estimated to be mitigated by the end of the 20 year capitalization phase of the project.

The estimated mitigation of 10,039,333 metric tons of CO_2e is primarily attributed to improved fire management within the Protected Area Network, particularly in areas prone to wildfires like the Zambezi State Forest Reserve and other fire-prone protected areas. This is contemplated through the operation of the GPTF, as enhanced by both the GEF and KfW projects, which will provide increased financial resources for essential PA management activities over time. In direct management effectiveness improvements, supported by the capitalized GPTF, include maintaining firebreaks and cut lines and improved enforcement of fire regulations, expected to reduce uncontrolled wildfires. Reduced wildfire frequency and intensity contribute to carbon sequestration and avoided emissions from biomass burning, leading to significant CO_2e mitigation. Additionally, the project's focus on sustainable forestry management and the economic valuation of forest carbon stocks under Output 1.2.1 further contribute indirectly to this mitigation by promoting practices that enhance carbon sequestration and avoid deforestation. This figure is an initial estimate and will be refined during the inception phase based on detailed calculations considering the historical fire regimes and the projected impact of improved management.

- Core Indicator 11: People benefiting from GEF-financed investments disaggregated by sex (count): The total number of 455 direct beneficiaries (256 men and 199 women) reflects the primary project-affected individuals directly involved in or benefiting from project activities. This includes MEFT staff and GPTF personnel whose institutional capacities will be strengthened, leading to improved working conditions and enhanced ability to perform their roles effectively in protected area management. It also encompasses representatives from local communities, including Indigenous Peoples, who will participate in training programs, stakeholder engagement, and benefit-sharing mechanisms, ensuring their voices are heard and their livelihoods are improved through sustainable resource management. The gender disaggregation reflects the project's commitment to gender equality and women's empowerment, ensuring equitable participation and benefits for both men and women across project activities. Indirect beneficiaries are estimated to be approximately 770,000 people living in or adjacent to PAs, including those in 29 communal conservancies, who will benefit from improved PA management leading to increased income and diversified livelihood opportunities stemming from enhanced nature-based tourism, sustainable nature-based value chains, and biodiversity-related job creation

Key Risks

	Rating	Explanation of risk and mitigation measures
CONTEXT		
Climate	Moderate	Major drought could occur, shifting MEFT priorities. Mitigation: Diversify funding through GPTF reserves, enabling adaptive financial decision-making for sustained conservation efforts.
Environmental and Social	Moderate	Urgent social employment needs could drive development deals at the environment's expense. Mitigation: Strengthen community-led institutions and support poverty alleviation initiatives.
Political and Governance	Low	Namibia is politically stable with smooth elections; PAN governance structures remain stable despite leadership changes. Mitigation: No specific mitigation needed due to low risk.
INNOVATION		
Institutional and Policy	Moderate	Wildlife and Forestry legislation requires synchronization for project outcomes. Mitigation: Project contributes to policy coherence, ensuring legal and institutional support for implementation.
Technological	Low	Assessment: Project activities are reliant on basic and/or proven technologies (i.e. readily available and dependable hardware/software). Mitigation Measures: The PMU will ensure that relevant stakeholders have a clear understanding of project requirements, specifications with respect to the purchase and use of hardware and software. Key documents will be saved in multiple places (e.g. in a hard drive and in an online server) and stored in secure locations (i.e. under password protection with two-step verification).

Financial and Business Model	Low	Economic development may prioritize extractive deals over environmental protection. Mitigation: Banking sector interest in environmental support will facilitate new business models to be explored
EXECUTION		
Capacity	Low	Namibia possesses strong institutional capabilities across public, private, and NGO sectors, with a track record of successful project execution. Mitigation: Due diligence of executing agencies will identify and address any needed mitigations before fund disbursement.
Fiduciary	Low	The conservation sector and MEFT have excellent financial responsibility, with predominantly clean audit reports. Mitigation: No specific mitigation needed due to low risk.
Stakeholder	Low	Strong stakeholder engagement in PIF/PPG development is expected to continue. Mitigation: Close alignment with KfW's sustainable financing project is ongoing, linked through the PSC
Other	Low	Inadequate policies for sustainable PAN financing exist. Mitigation: This project directly addresses policy and strategy improvements for sustainable financing.
Overall Risk Rating	Moderate	Overall, the project should be able to mitigate and manage these risks during the implementation phases.

C. ALIGNMENT WITH GEF-8 PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES

Explain how the proposed interventions are aligned with GEF- 8 programming strategies and country and regional priorities, including how these country strategies and plans relate to the multilateral environmental agreements.

For projects aiming to generate biodiversity benefits (regardless of what the source of the resources is - i.e., BD, CC or LD), please identify which of the 23 targets of the Kunming-Montreal Global Biodiversity Framework the project contributes to and explain how.

Confirm if any country policies that might contradict with intended outcomes of the project have been identified, and how the project will address this. (max. 500 words, approximately 1 page)

The catalytic GEF8 investment aligns with GEF-8 programming strategies and country priorities by contributing to the GEF8 Biodiversity Focal Area Objective 1, which aims 'To improve conservation, sustainable use, and restoration of natural ecosystems,' and Objective 3, 'To increase mobilization of domestic resources for biodiversity.' It achieves this by helping to secure protection of the existing Protected Area Network (PAN), ensuring sufficient and predictable financial resources (including external funding and mobilized domestic resources) are available for protected area management, and building sustained individual and institutional capacity for managing these areas to meet their conservation objectives. Furthermore, the project is consistent with Namibia's national priorities, specifically its National Plan to achieve or exceed Target 3 of the Kunming-Montreal Global Biodiversity Framework (KMGBF); the country's fifth National Development Plan (NDP5), which emphasizes the PAN's economic importance; Namibia's Second National Biodiversity Strategy and Action Plan 2013-2022 (NBSAP), detailing national strategies for biodiversity conservation under the Convention on Biological Diversity (CBD); and Namibia's National Gender Policy (2010 – 2020), which provides frameworks for mainstreaming gender in line with NDP5 priorities. Finally, the project is aligned with several multilateral agreements to which Namibia is a signatory, including the Convention on Biodiversity, particularly the 2022 COP15 agreement with its targets to conserve and manage at least 30% of global lands, inland waters, coastal areas, and oceans, restore 30% of degraded lands by 2030, and secure $200 billion per year for biodiversity; the United Nations Framework Convention on Climate Change, referencing 2022 COP27; the Convention to Combat Desertification (UNCCD), specifically to meet Land Degradation Neutrality targets; and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

D. POLICY REQUIREMENTS

Gender Equality and Women's Empowerment

We confirm that gender dimensions relevant to the project have been addressed during Project Preparation as per GEF Policy and are clearly articulated in the Project Description (Section B).

Yes

1) Does the project expect to include any gender-responsive-measures to address gender gaps or promote gender equality and women's empowerment?

Yes

If the project expects to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment, please indicate in which results area(s) the project is expected to contribute to gender equality:

Closing gender gaps in access to and control over natural resources;

Yes

Improving women's participation and decision-making; and/or

Yes

Generating socio-economic benefits or services for women.

Yes

2) Does the project's results framework or logical framework include gender-sensitive indicators?

Yes

Stakeholder Engagement

We confirm that key stakeholders were consulted during Project Preparation as required per GEF policy, their relevant roles to project outcomes has been clearly articulated in the Project Description (Section B) and that a Stakeholder Engagement Plan has been developed before CEO endorsement.

Yes

Select what role civil society will play in the Project

Consulted only;

Member of Advisory Body; Contractor; Yes

Co-financier; Yes

Member of project steering committee or equivalent decision-making body ; Yes

Executor or co-executor;

Other (Please explain)

Private Sector

Will there be private sector engagement in the project?

Yes

And if so, has its role been described and justified in section B project description?

Yes

Environmental and Social Safeguards

We confirm that we have provided information regarding Environmental and Social risks associated with the proposed project or program, including risk screenings/ assessments and, if applicable, management plans or other measures to address identified risks and impacts (this information should be presented in Annex E).

Yes

Please provide overall Project/Program Risk Classification

Overall Project/Program Risk Classification

PIF	CEO Endorsement/Approval	MTR	TE
Medium/Moderate	Medium/Moderate Medium/Moderate		

E. OTHER REQUIREMENTS

Knowledge management

We confirm that an approach to Knowledge Management and Learning has been clearly described during Project Preparation in the Project Description and that these activities have been budgeted and an anticipated timeline for delivery of relevant outputs has been provided.

Socio-economic Benefits

We confirm that the project design has considered socio-economic benefits to be delivered by the project and these have been clearly described in the Project Description and will be monitored and reported on during project implementation (at MTR and TER).

We confirm that the project design has considered socio-economic benefits to be delivered by the project and these have been clearly described in the Project Description and will be monitored and reported on during project implementation (at MTR and TER).

ANNEX A: FINANCING TABLES

GEF Financing Table

Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	Grant / Non-Grant	GEF Project Grant($)	Agency Fee($)	Total GEF Financing ($)
WWF-US	GET	Namibia	Biodiversity	BD STAR Allocation: BD-1	Grant	6,140,422.00	552,638.00	6,693,060.00
Total GEF Resources ($)						**6,140,422.00**	**552,638.00**	**6,693,060.00**

Project Preparation Grant (PPG)

Was a Project Preparation Grant requested?

true

PPG Amount ($)

200000

PPG Agency Fee ($)

18000

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	PPG($)	Agency Fee($)	Total PPG Funding($)
WWF-US	GET	Namibia	Biodiversity	BD STAR Allocation: BD-1	200,000.00	18,000.00	218,000.00
Total PPG Amount ($)					**200,000.00**	**18,000.00**	**218,000.00**

Please provide Justification

Sources of Funds for Country Star Allocation

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Sources of Funds	Total($)
WWF-US	GET	Namibia	Biodiversity	BD STAR Allocation	1,710,737.00

WWF-US	GET	Namibia	Climate Change	CC STAR Allocation	152,740.00
WWF-US	GET	Namibia	Land Degradation	LD STAR Allocation	5,047,583.00
Total GEF Resources					**6,911,060.00**

Focal Area Elements

Programming Directions	Trust Fund	GEF Project Financing($)	Co-financing($)
BD-1-1	GET	6,140,422.00	98743830
Total Project Cost		**6,140,422.00**	**98,743,830.00**

Confirmed Co-financing for the project, by name and type

Please include evidence for each co-financing source for this project in the tab of the portal

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount($)
Recipient Country Government	Ministry of Environment, Forestry and Tourism	In-kind	Recurrent expenditures	54022222
Recipient Country Government	Ministry of Environment, Forestry and Tourism	Public Investment	Investment mobilized	14300000
Recipient Country Government	Game Products Trust Fund	In-kind	Recurrent expenditures	154421
Recipient Country Government	Game Products Trust Fund	Grant	Investment mobilized	17627222.22
Others	Government of Germany - KfW Sustainable Financing Mechanism Project	Grant	Investment mobilized	2997763
Others	Government of Germany - Bridging Fund Project	Grant	Investment mobilized	2877852.63
Others	Government of Germany - KfW Solid Waste Management in PAs Project	Grant	Investment mobilized	3892095
Others	Government of Germany - KfW Integrated Wildlife Protection Project (IWPP)	Grant	Investment mobilized	771515.23
Civil Society Organization	Southern Africa Development Community Transfrontier Conservation Area Fund via WWF NA	Grant	Investment mobilized	13888.92
Private Sector	Legacy Landscape Fund	In-kind	Recurrent expenditures	1350000

GEF Agency	WWF US	In-kind	Recurrent expenditures	736850
Total Co-financing				**98,743,830.00**

Please describe the investment mobilized portion of the co-financing

Game Products Trust Fund:

Annual budget spent on activities in parks is estimated at 63.45 million NAD. //

KfW Sustainable Financing Mechanism Project:

The Sustainable Financing Project is fully aligned with the GEF-8 Project. However, only 50 Months are overlapping between the two projects implementation.//

Bridging Fund Project:

The KfW Bridging Fund Project is fully aligned with the GEF-8 Project. However, only 12 Months are overlapping between the two projects implementation. //

KfW Solid Waste Management in PAs Project:

The project is active in selected protected areas. //

KfW Integrated Wildlife Protection Project (IWPP):

Only 3 months of overlapping period with the GEF-8 project. //

SADC TFCA Fund via WWF NA:

Only 4 months of overlapping period with the GEF-8 project. //

Legacy Landscape Fund:

Annual budget for parks is estimated at N$ 5 million.

ANNEX B: ENDORSEMENTS

GEF Agency(ies) Certification

GEF Agency Type	Date	Project Contact Person	Phone	Email
GEF Agency Coordinator	6/18/2025	Renae Stenhouse		renae.stenhouse@wwfus.org
Project Coordinator	6/18/2025	Robbie Bovino		robbie.bovino@wwfus.org

Record of Endorsement of GEF Operational Focal Point (s) on Behalf of the Government(s):

Please attach the Operational Focal Point endorsement letter(s) with this template.

Name of GEF OFP	Position	Ministry	Date (MM/DD/YYYY)
Teofilus Mutangeni Nghitila	Executive Director	Ministry of Environment, Forestry, and Tourism (MEFT)	3/15/2025

ANNEX C: PROJECT RESULTS FRAMEWORK

Please indicate the page number in the Project Document where the project results and M&E frameworks can be found. Please also paste below the Project Results Framework from the Agency document.

	Definition (note if cumulative) and link to Gender Action Plan (GAP)	**Method /source**	**Responsible**	**Disaggregation**	**Baseline**	**YR1**	**YR2**	**YR3**	**YR 4**	**YR 5**	**Notes/ Assumptions**
Objective: Ensure long term financial sustainability for effective management and safeguarding of Namibia's existing state-run Protected Area Network (PAN).											
Objective indicator 1: Percentage increase in the total annual revenue generated for the state-run Protected Area Network (PAN) and proprtional increase in the total amount of revenue relative to needs.	This indicator measures the percentage increase in the total annual revenue generated for the state-run Protected Area Network (PAN) by the end of the project, reflecting the project's success in enhancing financial sustainability and growth reletve to need.	Project reports, MEFT records, GPTF financial records	Project Management Unit (PMU)	By revenue source (e.g., conservation fees, tourism revenue, innovative finance mechanisms)	To be determined during the inception phase	Increase of 5%	Increase of 10%	Increase of 15%	Increase of 20%	Increase of 25%	Assumptions: Tourism sector recovery as projected, successful implementation of new financial solutions. Risks: Economic downturn affecting tourism, delays in implementation of financial

											solutions.
Objective indicator 2: Number of core requirements of global Conservation Trust Fund (CTF) standards fully implemented by the Game Products Trust Fund (GPTF)	This indicator tracks the number of core requirements of global Conservation Trust Fund (CTF) standards fully implemented by the Game Products Trust Fund (GPTF) by the end of the project, indicating improved governance and operational efficiency.	Gap analysis reports, audit reports	Project Management Unit (PMU)	By CTF standard category (e.g., governance, financial management, accountability)	To be determined by the gap analysis	25% of core requirements met	50% of core requirements met	75% of core requirements met	90% of core requirements met	100% of core requirements met	Assumptions: Political will to implement GPTF reforms, effective capacity building. Risks: Resistance to change within the GPTF, delays in policy approvals.
Objective indicator 3: Capitalisation of the enhanced GPTF's long-term financial reserves for Namibia's PAN	This indicator measures the capitalisation of the GPTF, demonstrated by the existence of an approved operations manual and the investment of initial capital generating returns by the end of the project.	GPTF operations manual, investment reports, fundraising reports	Project Management Unit (PMU)	N/A	GPTF long-term financial reserves not yet operational	Fundraising strategy developed	Initial capital invested	Capital invested and generating returns	GPTF long-term financial reserves fully operational	GPTF long-term financial reserves fully operational	Assumptions: Successful fundraising, effective collaboration with financial institutions. Risks: Difficulty in raising capital, poor investment returns.
Objective indicator 4: Terrestrial protected	This indicator measures the number of hectares of PA in Namibia with increased	METT score cards	Project Management Unit (PMU)	N/A	See Annex containing tracking tools for all PAs.					13,9 million ha	Enhanced resource mobilization across

areas under improved management (hectare)	METT scores attributable to the project's interventions.							the PA system will raise METT scores across the board.
Objective indicator 5: People benefiting from GEF-financed investments disaggregated by sex (count)	Cumulative		Project Management Unit (PMU)	By sex (male, female)	0		455 direct beneficiaries (256 men and 199 women)	This project directly benefits MEFT/GPTF staff and local communities, including Indigenous Peoples. It strengthens their institutional capacities, improving working conditions and protected area management. Through training, stakeholder engagement, and benefit-sharing, their voices are heard. This ensures improved livelihoods and sustainable resourc

							e management for all involved.
Objective inciator 6: Greenhouse Gas Emissions Mitigated (Million metric ton of CO2e)	Cumulative	ExACT Tool	Project Management Unit (PMU)	N/A	0	10,039,333 metric ton of CO2e	The EX-ACT tool calculated a 20-year carbon balance, projecting severe degradation without intervention. Through improved management of tropical dry forests and shrublands, the project directly mitigates approximately 10 million tCO2e over 5 years. An additional approximately 67 million tCO2e

											is indirectly mitigated over the 20-year capitalization phase.
Component 1: Enabling conditions created for the long-term financial sustainability and effective management of Namibia's Protected Area Network (PAN)											
Outcome 1.1: Compelling business case endorsed by GPTF, MEFT, and Finance Ministry, demonstrating the economic value of Namibia's PAN and necessity for investment in financial sustainability and effective management.											
Indicator 1.1.1: Economic value of Namibia's PAN comprehensively assessed and reported, incorporating gender-disaggregated data and analysis.	This indicator measures the completion of a comprehensive economic valuation of Namibia's PAN, with findings reported and incorporating gender-disaggregated data and analysis. GAP Output 1.1.1: Ensure the comprehensive economic valuation of Namibia's PAN includes gender-disaggregated data and analysis, specifically by gender of economic contributors/beneficiaries. As defined in the GAP.	Project reports, MEFT records, economic valuation report	Project Management Unit (PMU)	By ecosystem service (e.g., water provision, carbon sequestration, tourism value); By gender of economic contributors/ beneficiaries	0	Gender-sensitive literature review completed & methodology developed	Data collection completed & initial analysis completed	Final economic valuation report completed and disseminated	Final economic valuation report completed and disseminated	Final economic valuation report completed and disseminated	Assumptions: Availability of existing data, stakeholder participation. Risks: Difficulty in assigning economic values, delays in data collection.

Indicator 1.1.2: Compelling business case developed and disseminated to key stakeholders and endorsed.	This indicator measures the completion of a compelling business case based on the economic valuation, tailored for diverse audiences, and its dissemination to key stakeholders and its endorsement. GAP Output 1.1.2: Tailor communication materials for diverse audiences, including women and marginalized groups, ensuring gender considerations are integrated into the business case dissemination. As defined in the GAP.	Project reports, MEFT communication records, dissemination workshop reports	Project Management Unit (PMU)	By stakeholder group (e.g., government agencies, NGOs, private sector, community groups)	Business case not yet developed	Draft communication materials developed	Final communication materials developed and disseminated	Final communication materials developed and disseminated	Final communication materials developed and disseminated	Final communication materials developed and disseminated	Assumptions: Stakeholder participation, effective communication. Risks: Low attendance, reluctance to provide feedback.
Outcome 1.2: Improved capacity of Namibian government stakeholders—across all gender identities—to make informed decisions and implement inclusive and effective policies for sustainable natural resource management.											
Indicator 1.2.1: Data-driven forestry decision-making tools implemented for improved national forest inventories and economic valuation of forest resources.	This indicator measures the implementation of data-driven tools that enable enhanced capacity within the Directorate of Forestry for improved national forest inventories and economic valuation of forest resources, ensuring gender-	Training records, pre- and post-training assessments, forest inventory reports, GIS data layers, economic valuation reports	Project Management Unit (PMU)	By training area, By forest resource (e.g., timber, non-timber forest products); By gender of staff trained and resource users	Baseline capacity assessment (to be determined)	Staff capacity assessment completed & training program developed	Pilot implementation of improved forest inventories in at least one region; Gender-sensitive economic valuation of forest resources initiated	National forest inventory fully implemented and operational; Gender-sensitive economic valuation of forest resources completed	National forest inventory fully implemented and operational; Gender-sensitive economic valuation of forest resources completed	National forest inventory fully implemented and operational; Gender-sensitive economic valuation of forest resources completed	Assumptions: Staff availability, retention within the Directorate, adoption of new technologies, staff willingness to engage in gender-responsive

	sensitive valuation and training for staff across all gender identities. GAP Output 1.2.1: Implement gender-sensitive economic valuation of forest resources, considering gender of staff trained and resource users; ensure staff training includes gender-responsive content. As defined in the GAP.										training. Risks: High staff turnover, limited access to technology, technical difficulties, lack of expertise, resistance to gender integration.
Indicator 1.2.2: Number of gender-sensitive species-specific assessments completed for key forest resources.	This indicator measures the number of gender-sensitive species-specific assessments completed for key forest resources, including their use and management by women and men.	Project reports, MEFT records, assessment reports	Project Management Unit (PMU)	By forest resource	0	0	1	2	2	2	Assumptions: Availability of data. Risks: Difficulty in quantifying the value of non-timber forest products.

Outcome 1.3: GPTF institutional capacity is enhanced, aligning with KfW/MEFT's SFP to meet CTF standards, and strengthening governance, financial/technical systems (including gender-sensitive asset/risk management), and inclusive revenue mobilization and disbursement systems.

Indicator 1.3.1: Percentage of core requirements of the Conservation Finance Alliance's CTF Practice Standards fully met by the GPTF, with explicit integration of gender equity.	This indicator measures the percentage of core requirements of the Conservation Finance Alliance's Conservation Trust Fund Practice Standards fully met by the GPTF, specifically noting the integration of gender equity in governance and financial management. GAP Output 1.3.1: Ensure explicit integration of gender equity in governance and financial management practices, as part of meeting CTF Practice Standards. As defined in the GAP.	Gap analysis report, progress reports, audit reports	Project Management Unit (PMU)	By CTF standard category (e.g., governance, financial management, accountability); By gender equity integration aspect	To be determined by the gap analysis	40%	60%	80%	90%	100%	Assumptions: Political will to support reform, collaboration with KfW SFP. Risks: Resistance to change, delays in approvals.
Indicator 1.3.2: Percentage of GPTF board members who are women.	This indicator measures the percentage of GPTF board members who are women, reflecting efforts to achieve gender balance in governance. GAP Output 1.3.2: Ensure the revised budget allocation system explicitly incorporates and ensures gender equity in fund	GPTF board membership records	Project Management Unit (PMU)	N/A	To be determined	30%	40%	40%	50%	50%	Assumptions: Availability of qualified women candidates. Risks: Difficulty in achieving gender balance.

	allocation. As defined in the GAP.										
Indicator 1.3.3: Number of GPTF staff and board members who have received gender-responsive training.	This indicator measures the number of GPTF staff and board members who have received gender-responsive training on new governance and financial management systems.	Training records, attendance sheets	Project Management Unit (PMU)	By training area; By gender	0	50%	75%	90%	100%	100%	Assumptions: Staff availability, effective capacity building. Risks: Low participation in training.
Indicator 1.3.4: Revised budget allocation system developed and approved, ensuring transparency, accountability, and gender equity.	This indicator measures the development and approval of a revised budget allocation system by the GPTF board, ensuring transparency, accountability, and gender equity in fund allocation.	GPTF board meeting minutes, official documentation, budget allocation system document	Project Management Unit (PMU)	N/A	Existing system (to be assessed)	Draft revised system developed	Revised system approved and documented	Revised system approved and documented	Revised system approved and documented	Revised system approved and documented	Assumptions: Agreement on revised priorities, collaboration with KfW SFP. Risks: Delays in approval, disagreement on priorities.
Indicator 1.3.5: Comprehensive financial gap analysis for the PAN completed, considering	This indicator measures the completion of a comprehensive financial gap analysis for the PAN, including operational costs, infrastructure needs, and	Financial gap analysis report	Project Management Unit (PMU)	N/A	Existing financial data (to be assessed)	Data collection and initial analysis completed	Final financial gap analysis report completed and disseminated	Final financial gap analysis report completed and disseminated	Final financial gap analysis report completed and disseminated	Final financial gap analysis report completed and disseminated	Assumptions: Availability of financial data. Risks: Incomplete or inaccurate data.

gender-differentiated needs.	expansion costs, considering gender-differentiated needs.											
Indicator 1.3.6: Financial sustainability plan for the PAN developed and endorsed, with strategies to promote gender-equitable financial sustainability.	This indicator measures the development and endorsement of a financial sustainability plan for the PAN by MEFT and Ministry of Finance, outlining strategies for resource mobilization and promoting gender-equitable financial sustainability.	Financial sustainability plan document	Project Management Unit (PMU)	N/A		Existing efforts (to be assessed)	Draft financial sustainability plan developed	Financial sustainability plan endorsed	Financial sustainability plan endorsed	Financial sustainability plan endorsed	Financial sustainability plan endorsed	Assumptions: Political support. Risks: Lack of consensus on strategies.
Outcome 1.4: Improved systems & increased government capacity to incorporate sustainable finance mechanisms into GPTF structure.												
Indicator 1.4.1: GPTF enhancement actions identified, proposed, and integrated for improved PAN income generation and management.	This indicator measures the identification, proposal, and incorporation of distinct options for institutional GPTF enhancement to improve PAN income generation and management, considering gender equity in their design and expected impact. GAP Output 1.4.1: Identify, propose, and recommend options for institutional reform that consider gender equity to improve	Institutional analysis report, report outlining proposed enhancement options, submission letter	Project Management Unit (PMU)	N/A		Existing structures (to be assessed)	Initial GPTF enhancement options identified	Enhancement options agreed are fully outlined	Preferred structural enhancement option recommended and submitted for approval	Enhancement work in place	Enhancement work in place	Assumptions: Cooperation from MEFT and associated entities, identification of viable reform options. Risks: Resistance to providing information, lack of innovative ideas, lack of agreement on the preferre

	PAN income generation and management. As defined in the GAP.										d option.
Indicator 1.4.2: Establishment and operationalization of a gender-balanced Collaboration Advisory Group (CAG).	This indicator measures the establishment and operationalization of a gender-balanced Collaboration Advisory Group (CAG).	CAG terms of reference, meeting minutes, list of members	Project Management Unit (PMU)	N/A	CAG not yet established	CAG established with at least 40% female representation	CAG actively engaged	CAG actively engaged	CAG actively engaged	CAG actively engaged	Assumptions: Willingness to participate. Risks: Difficulty in achieving gender balance.
Outcome 1.5: Suite of diverse financial solutions developed & approved by MEFT & Ministry of Finance (to include capital flows, impact bonds, biodiversity credits and a policy framework for biodiversity offsets).											
Indicator 1.5.1: Strategic feasibility assessment of sustainable financial solutions for PAN completed and approved.	This indicator measures the completion of a strategic feasibility assessment to identify the most viable sustainable financial solutions for the PAN, building on existing reviews and ensuring gender equality considerations. GAP Output 1.5.1: Ensure the strategic feasibility assessment of sustainable financial solutions integrates gender	Final feasibility and implementation pathway reports, FIND review updates, CAG meeting minutes	Project Management Unit (PMU)	By financial solution; By gender equality integration	0	FIND review updated & integrated	1 report completed (Feasibility & Implementation Pathway)	2 reports completed (Feasibility & Implementation Pathway)	2 reports completed (Feasibility & Implementation Pathway)	2 reports completed (Feasibility & Implementation Pathway)	Assumptions: Identification of viable solutions, collaboration with CAG. Risks: Lack of viable solutions, delays in assessment.

	equality considerations. As defined in the GAP.										
Indicator 1.5.2: Biodiversity Offset Policy Framework for Namibia developed and approved by MEFT and Ministry of Finance.	This indicator measures the development and approval of a comprehensive Biodiversity Offset Policy Framework for Namibia by MEFT and Ministry of Finance, ensuring alignment with international best practices and consideration of benefit-sharing mechanisms. GAP Output 1.5.2: Develop and approve a Biodiversity Offset Policy Framework that ensures consideration of benefit-sharing mechanisms, including gender-sensitive aspects. As defined in the GAP.	Policy gap analysis report, draft policy documents, official government gazettes, MEFT and Ministry of Finance records	Project Management Unit (PMU)	By policy area	0	Scoping activity completed & stakeholder engagement initiated	Draft policy document developed	Policy framework approved by MEFT	Policy framework approved by Ministry of Finance	Policy framework approved by Ministry of Finance	Assumptions: Understanding of existing policies, political will to approve policies, willingness of stakeholders to participate. Risks: Difficulty in identifying gaps, delays in approval process, low participation from key groups.
Component 2: Financial resources mobilized through the enhanced GPTF, to improve effective management of Namibia's PAN.											
Outcome 2.1: Enhanced use and increase of GPTF revenue through improved and equitable management of its own revenue sources, with attention to inclusive benefit-sharing across genders.											

Indicator 2.1.1: Institutional reform for enhanced GPTF revenue generation implemented.	This indicator measures the implementation of approved institutional reforms within the GPTF, specifically those enhancing its ability to generate and manage revenue, with gender-specific indicators and activities. GAP Output 2.1.1: Initiate and implement approved institutional reforms within the GPTF with gender-specific indicators and activities, ensuring at least 40% female representation in the reform team and sufficient gender-responsive training for staff. As defined in the GAP.	Implementation plan document, list of team members with gender breakdown, team meeting minutes, training records, attendance sheets, training evaluation reports	Project Management Unit (PMU)	N/A	N/A	Draft implementation plan developed	Team established with at least 40% female representation; 40% of staff trained	Final implementation plan completed and approved; 60% of staff trained; Team actively overseeing implementation	Final implementation plan completed and approved; 75% of staff trained; Team actively overseeing implementation	Final implementation plan completed and approved; 90% of staff trained; Team actively overseeing implementation	Assumptions: Timely approval of the reform option, availability of qualified individuals, staff availability and willingness to participate. Risks: Delays in approval, difficulty in achieving gender balance, low staff participation in training.

Indicator 2.1.2: Percentage increase in revenue generated from increased conservation fees.	This indicator measures the percentage increase in revenue generated from increased conservation fees compared to the baseline, following the development and implementation of a new fee structure. GAP Output 2.1.2: Engage stakeholders, including women and marginalized groups, in consultations for the new fee structure. Assess how reinvested revenues can support gender-sensitive PAN management. As defined in the GAP.	GPTF financial records, MEFT revenue data, feasibility study report, consultation records (including documentation of women and marginalized group participation), official government gazette, approval letters.	Project Management Unit (PMU)	N/A		Baseline revenue from conservation fees (to be determined)	Feasibility study initiated and data collection underway	Feasibility study report completed and disseminated; Draft proposal for increased fees developed	Proposal for increased conservation fees approved; 5% increase in revenue	10% increase in revenue	15% increase in revenue	Assumptions: Willingness of stakeholders to participate (including women and marginalized groups), political will and support, effective implementation and compliance, transparent and equitable reinvestment of funds. Risks: Low participation from key groups, delays in approval process, lower than expected visitor numbers, inequitable distribution of benefits.
Outcome 2.2: At least two new sustainable finance solutions designed and implemented generating new sources of revenue.												

Indicator 2.2.1: Commencement of implementation of the two new financial solutions.	This indicator measures the commencement of implementation of the two new financial solutions, demonstrated by the initiation of key activities outlined in the implementation plans and generation of new revenue. GAP Output 2.2.1: Ensure the implementation of new financial solutions includes gender expertise and at least 40% female representation in relevant teams. As defined in the GAP.	Project reports, ITT progress reports, contracts with implementing partners, GPTF financial records, MEFT revenue data	Project Management Unit (PMU)	By financial solution	Implementation not yet commenced; Baseline revenue from these sources: 0	ITTs established with at least 40% female representation and relevant gender expertise; At least one key activity initiated for each financial solution	Significant progress made in the implementation of both financial solutions; Increase by 5% of revenue from new financial solutions	Significant progress made in the implementation of both financial solutions; Increase by 10% of revenue from new financial solutions	Significant progress made in the implementation of both financial solutions; Increase by 15% of revenue from new financial solutions	Significant progress made in the implementation of both financial solutions; Increase by 15% of revenue from new financial solutions	Assumptions: Availability of qualified individuals, successful engagement of partners, successful design and implementation. Risks: Difficulty in achieving gender balance, delays in engaging partners, lower than expected revenue generation.
Indicator 2.2.2: Systems for monitoring, evaluating, and verifying economic benefits of PAN reforms developed and implemented.	This indicator measures the establishment and operationalization of systems for tracking, measuring, and verifying the economic benefits and resource efficiency improvements associated with the GPTF reforms, including gender-specific indicators and disaggregated data. GAP	Action plan document, documentation of established systems, data management protocols, monitoring and verification reports	Project Management Unit (PMU)	N/A	Existing data collection systems (to be assessed)	Draft action plan developed	Initial systems for gender-disaggregated data collection established; At least 1 monitoring report produced	Comprehensive systems for gender-disaggregated data collection, analysis, and reporting fully operational; At least 2 monitoring reports produced	Comprehensive systems for gender-disaggregated data collection, analysis, and reporting fully operational; At least 3 monitoring reports produced	Comprehensive systems for gender-disaggregated data collection, analysis, and reporting fully operational; At least 3 monitoring reports produced	Assumptions: Identification of relevant indicators, availability of resources and expertise, consistent and accurate data collection. Risks: Difficulty in identifying appropriate

	Output 2.2.2: Develop and implement systems for monitoring, evaluating, and verifying economic benefits of PAN reforms, including gender-specific indicators and disaggregated data. As defined in the GAP.											indicators, technical challenges in establishing data systems, incomplete or inaccurate data collection.
Outcome 2.3: GPTF effectively capitalized and operational as a sustainable financing mechanism for the PAN.												
Indicator 2.3.1: Qualified asset managers appointed for GPTF, with capital invested and generating returns.	This indicator measures the appointment of qualified asset managers for the GPTF through a gender-equitable process, and the investment of the fund's capital generating returns. GAP Output 2.3.1: Ensure the capitalization of GPTF considers gender equity, meeting global CTF standards, and conducting fundraising activities with gender considerations. As defined in the GAP.	Records of the call for proposals, evaluation reports, contracts with appointed asset managers, investment reports	Project Management Unit (PMU)	N/A		Asset managers not yet appointed	Call for proposals launched and applications received	Qualified asset managers appointed	Initial capital invested and generating returns	Capital invested and generating returns	Capital invested and generating returns	Assumptions: Agreement on the governance structure, political will and support. Risks: Disagreements on governance or operational aspects, difficulty in identifying suitable asset managers.

Indicator 2.3.2: GPTF operational manual with modalities and target indicators for PAN fund utilization developed and implemented.	This indicator measures the development and implementation of an operational manual for the GPTF's long-term financial reserves, outlining clear disbursement mechanisms, application procedures, and measurable target indicators for PAN fund utilization. GAP Output 2.3.2: Appoint qualified asset managers through a gender-equitable process. As defined in the GAP.	GPTF operations manual, documentation of governance structure, monitoring and evaluation reports	Project Management Unit (PMU)	N/A	N/A	N/A	Draft operations manual and governance structure developed	Operations manual approved and implementation initiated	Operations manual fully implemented and operational	Operations manual fully implemented and operational	Assumptions: Agreement on the governance structure, political support for fund utilization. Risks: Disagreements on governance or operational aspects, delays in approval.
Indicator 2.3.3: GPTF capitalized with long-term financial reserves to support effective PAN management.	This indicator measures the capitalization of the GPTF with long-term financial reserves through an endowement fund to support effective PAN management, including meeting global CTF standards and conducting fundraising activities.	Audit reports, progress reports on GPTF reform, fundraising strategy document, records of fundraising activities	Project Management Unit (PMU)	N/A	To be determined by the gap analysis	N/A	N/A	GEF funds provided to capitalise enhanced GPTF; At least one fundraising activity conducted	GEF funds provided to capitalise enhanced GPTF; At least one fundraising activity conducted; funds disbursed according to criteria	GEF funds provided to capitalise enhanced GPTF; At least two fundraising activities conducted; funds disbursed according to criteria	Assumptions: Successful implementation of the GPTF reform plan, identification of potential funding sources. Risks: Delays in GPTF reform, difficulty in securing funding commitments.
Component 3: Increase effective, adaptive, and evidence-based financial decision making by MEFT management due to improved knowledge management.											

Outcome 3.1: Effective, informed and adaptive M&E; transparent, participatory, shared and achieving program results.										
Indicator 3.1.1: Percentage of project M&E activities implemented and acted upon and informing project management.	This indicator measures the percentage of M&E framework activities completed and acted upon and the degree to which M&E findings are used to adapt project strategies, ensuring integration of gender-specific indicators and data. GAP Output 3.1.1: Ensure the integration of gender-specific indicators and data in all project M&E activities and findings. As defined in the GAP.	Project M&E reports, annual reflection workshop reports, project management meeting minutes	Project Management Unit (PMU)	By M&E activity, by project component, by gender-specific indicator integration	0	20%	40%	60%	80%	100%	Assumptions: Effective collaboration between the PMU and project implementers; timely availability of data.
Indicator 3.1.2: Number of stakeholders actively participating in annual reflection workshops.	This indicator measures the number of stakeholders (government agencies, NGOs, community representatives, indigenous peoples, traditional authorities etc.) participating in workshops to discuss M&E findings and adapt project strategies, ensuring inclusive participation and gender disaggregatio	Workshop reports, participant lists	Project Management Unit (PMU)	By stakeholder group, by gender	0	20	30	40	40	50	Assumptions: Stakeholder willingness to participate; workshops are organized in an accessible manner.

	n. GAP Output 3.1.2: Ensure inclusive participation and gender disaggregation in annual reflection workshops, involving stakeholders from diverse groups including women and community representatives. As defined in the GAP.									
Indicator 3.1.3: Number of knowledge management products developed and disseminated.	This indicator measures the number of knowledge management products (reports, guidelines, best practice documents) developed and shared with stakeholders, including in local languages and with gender considerations integrated.	Project reports, knowledge management platform records	Project Management Unit (PMU)	By type of product, by target audience, by gender considerations integration	0	3	6	9	12	15	Assumptions: Availability of information and resources to develop knowledge products; stakeholder interest in accessing the products.
Indicator 3.1.4: Percentage of project documents, financial reports, feasibility studies, policy documents, and lessons learned accessible in the central repository.	This indicator measures the percentage of project-related documents available in the central repository for stakeholders, including women and marginalized groups, ensuring gender-sensitive accessibility and data privacy.	Central repository, project website	Project Management Unit (PMU)	By document type, by accessibility to women and marginalized groups	0	25%	50%	75%	90%	100%	Assumptions: Central repository is functional, and documents are consistently uploaded.

ANNEX D: STATUS OF UTILIZATION OF PROJECT PREPARATION GRANT (PPG)

Provide detailed funding amount of the PPG activities financing status in the table below:

Project Preparation Activities Implemented	GETF/LDCF/SCCF Amount ($)		
	Budgeted Amount	Amount Spent To date	Amount Committed
Safeguards Assessment	8,750.00	9,759.37	
Gender Analysis	8,750.00	9,755.70	
Lead international consultant	55,000.00	55,000.00	0.00
National Consultants for project Development and Design (Lead national Consultant, Sustainable Finance consultant) + MEFT associated institutional reviews, map preparation consultant	70,500.00	48,401.95	22,098.05
Stakeholder Engagement	57,000.00	37,931.50	19,068.50
Total	**200,000.00**	**160,848.52**	**41,166.55**

ANNEX E: PROJECT MAP AND COORDINATES

Please provide geo-referenced information and map where the project interventions will take place

Location Name	Latitude	Longitude	GeoName ID
Nkasa Rupara National Park	-18.3833	23.6166	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Mudumu National Park	-18.0965	23.5252	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Bwabwata National Park	-18.0944	21.6699	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Mangetti National Park	-18.6974	19.1178	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Khaudum National Park	-18.8543	20.6168	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Etosha National Park	-18.9913	15.7460	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Skeleton Coast National Park	-19.1723	12.7636	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Dorob National Park	-21.8484	14.2666	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Namib-Naukluft National Park	-24.6072	15.1689	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Tsau //Khaeb National Park	-27.3165	15.8061	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Waterberg National Park	-20.4172	17.2847	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Hardap National Park	-24.4265	17.8587	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Naute National Park	-26.9316	17.9380	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
/Ai-//Ais National Park	-27.9253	17.0879	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Daan Viljoen National Park	-22.5272	16.9669	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Cape Cross Nature Reserve	-21.7714	13.9519	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Gross Barmen Nature Reserve	-22.1124	16.7472	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Von Bach Nature Reserve	-22.0073	16.9631	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Popa Falls Nature Reserve	-18.1218	21.5825	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
South West Nature Reserve (Botanical Garden of Namibia	-22.5716	17.0947	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Hamweyi State Forest Reserve	-19.8829	17.8364	

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Zambezi State Forest Reserve	-17.6508	23.7680	

Location Description:

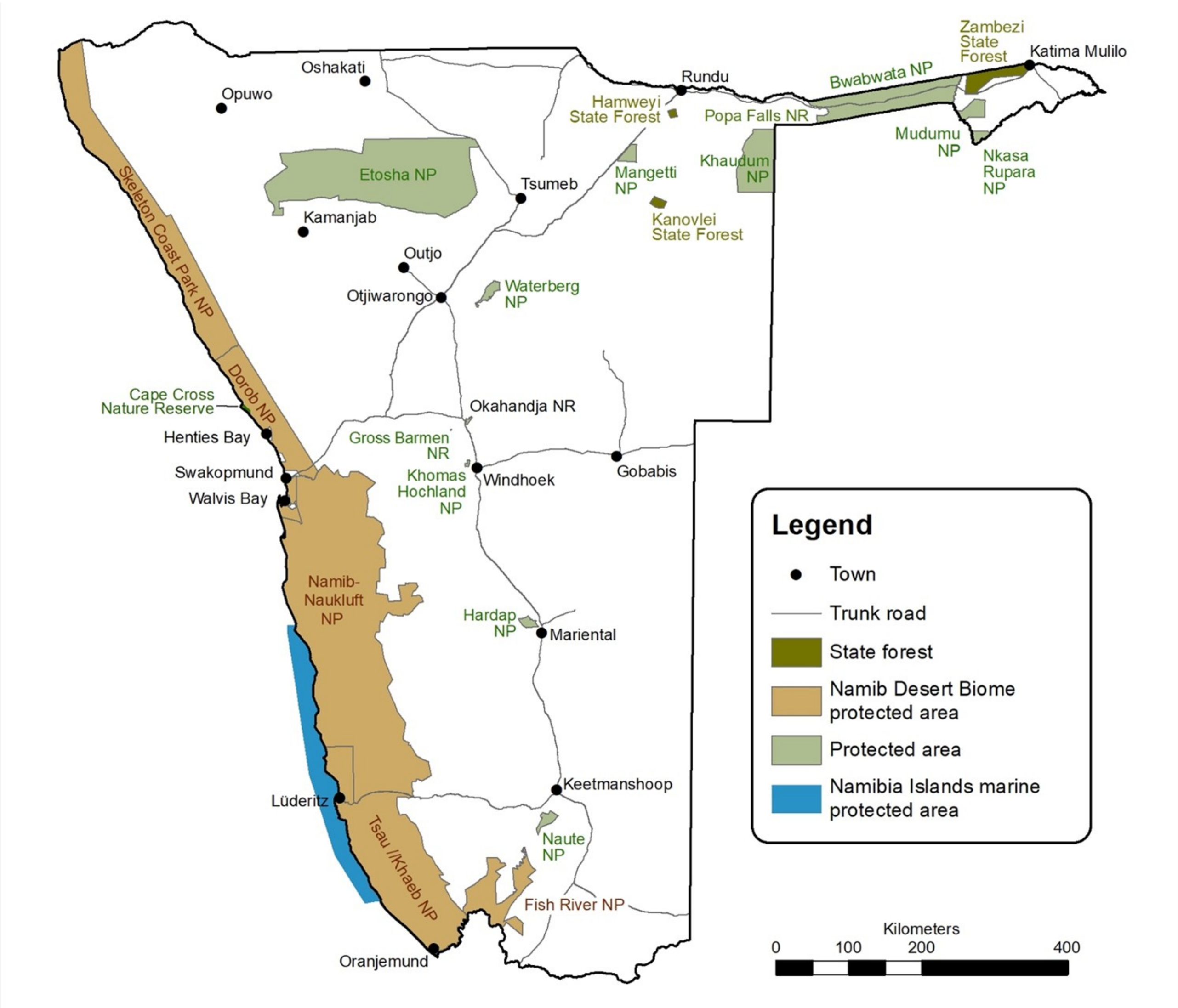
Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Kanovlei State Forest Reserve	-19.4542	19.3491	

Location Description:

Activity Description:

Please provide any further geo-referenced information and map where project interventions are taking place as appropriate.



ANNEX F: ENVIRONMENTAL AND SOCIAL SAFEGUARDS SCREEN AND RATING

Attach agency safeguard datasheet/assessment report(s), including ratings of risk types and overall project/program risk classification as well as any management plans or measures to address identified risks and impacts (as applicable).

Title
18 September 2025 SA-GEF 11523 - Stakeholder Engagement Plan_SL1
23 July 2025 GEF 11523- Gender Action Plan
Signed_Categorization Memo_Namibia_WWFUS
WWF-GEF 11523 Namibia ESMF

ANNEX G: BUDGET TABLE

Please upload the budget table here.

Expenditure Category	Detailed Description	Budget Notes	TOTAL COMP. 1	TOTAL COMP. 2	TOTAL COMP. 3	M&E	PMC	TOTAL PROJECT COSTS (USD)	Executing Entity receiving funds from the GEF Agency
Data collection tools and software licenses for economic modelling		1	10,000	-				10,000	MEFT
GIS mapping tools and remoting sensing hardware and software		2	30,000	-				30,000	MEFT
Specialized software platforms for managing new financial instruments,		3	-	10,000				10,000	MEFT
Software for tracking and verifying economic benefits of reforms		4	-	20,000				20,000	MEFT
Multimedia stations for project staff	5x1,500		-	-		7,500		7,500	MEFT
Miscellaneous office expenses, includin		5	-	-	15,000		5,000	20,000	MEFT

g software licenses									
Project M&E sotware, data collection tools - PMU		6							MEFT
Total Goods			**40,000**	**30,000**	**15,000**	**7,500**	**5,000**	**97,500**	
Capital Investment		7	-	1,800,000	-			1,800,000	MEFT/GPTF
Total Revolving funds/ Seed funds / Equity				**1,800,000**				**1,800,000**	
Sustainable Finance Solutions Consultancy		9	200,000	200,000				400,000	MEFT
Sustainable Finance Solutions - Legal, tax, origination and structuring consultancy		10	-	250,000				250,000	MEFT
Economic Valuation Consultancy		11	350,000	-				350,000	MEFT
Business Case Consultancy		12	90,000	-				90,000	MEFT
Forestry Decision Support Tools Consultancy		13	120,000	-				120,000	MEFT

Institutional Reform Consultancy - GPTF, design (CTFs, legal, financial)		14	150,000	230,000				380,000	MEFT
Institutional Reform Consultancy - MEFT et al		15	240,000	-				240,000	MEFT
Biodiversity Offsets - Framework Design + Legal & Policy Analysis		16	340,000	-				340,000	MEFT
Conservation Fee Feasibility Consultancy + Implementation Support		17	-	150,000	-			150,000	MEFT
Independent due diligence review of reformed GPTF		18	-	25,000				25,000	MEFT, WWF GEF
GPTF Fundraising Consultancy		19		150,000				150,000	MEFT
GPTF Invesment Strategy Consultant		20		150,000				150,000	MEFT
Mid term Review Consultancy				-		55,000		55,000	WWF GEF
Terminal Evaluation				-		55,000		55,000	WWF GEF

Consultancy									
Total Contractual Services - Company			**1,490,000**	**1,155,000**	**-**	**110,000**	**-**	**2,755,000**	
Identification and implementation of SFMs		21	47,000					47,000	MEFT
Economic Valuation Workshops		22	36,000					36,000	MEFT
Business Case workshops		23	17,000					17,000	MEFT
Forestry Decision Support Workshops and Trainings		24	10,000					10,000	MEFT
GPTF Structuring, Reform, incl. training		25	14,000	47,000				61,000	MEFT
GPTF CAG Meetings		26	7,000					7,000	MEFT
Biodiversity Offsets Framework workshops		27	37,000					37,000	MEFT
MEFT Institutional Reform Workshops and Trainings		28	37,000					37,000	MEFT
New mechanisms, ITT meetings	1 per quarter for 3 years	29	9,000					9,000	MEFT
GPTF Fundrai		30	-	17,000				17,000	MEFT

sing & Capitalization meetings									
Gender Action Plan Workshops and Trainings		31	-	-		15,000		15,000	MEFT
Meetings, trainings new mechanisms, implementation		32	-	27,000				27,000	MEFT
Meetings, trainings for new systems		33	-	27,000				27,000	MEFT
Annual Reflection workshops		3*	-	-		45,000		45,000	MEFT
Total Trainings, Workshops, Meetings			**214,000**	**168,000**	**-**	**60,000**	**-**	**442,000**	
Salary and benefits / Staff costs									MEFT
	Project Manager	34	65,000	56,875	8,125		130,000	260,000	MEFT
	Project M&E Officer	35	42,496	37,184	5,320	85,000		170,000	MEFT
	Gender and Social Inclusion Specialist	36	58,824	51,471	7,352	7,353		125,000	MEFT
	Communications Specialist	37			105,000			105,000	MEFT

	Finance and Administration Officer	38	-	-	0		100,000	100,000	MEFT
Total Staff Costs			**147,022**	**164,828**	**125,797**	**92,353**	**230,000**	**760,000**	
Travel	Travel expenses (e.g., mileage, accommodation, per diems) for project staff, consultants, and participants for fieldwork, data collection, site visits, stakeholder engagements, and training delivery.	8	125,000	35,000	29,022		12,400	157,400	MEFT
	Consultant + PMU participation in MTR and TE. WWF GEF to pay costs of consultant travel					22,500		22,500	MEFT/WWF GEF
Total Travel			**125,000**	**35,000**	**29,022**	**22,500**	**12,400**	**223,922**	
Annual Audit			-	-	-		45,000	45,000	MEFT
Office costs.	Internet access and airtime,		-	-	-			-	MEFT
	Communications/visibility materials, printing, media, branding, postage, photocopying materials etc.		4,000	3,000	10,000			17,000	MEFT
	Field Office rent - well furnished including water and electricity		-	-	-			-	MEFT
Total Other Operating costs			**4,000**	**3,000**	**10,000**	**-**	**45,000**	**62,000**	

Grand Total			**2,020,022**	**3,355,828**	**179,819**	**2,020,022**	**292,400**	**6,140,422**	

Detailed Budget Notes and Assumptions:
Goods
[1] Output 1.1.1 (Economic Valuation): Allocated for data collection tools, survey materials, and minor software licenses for economic modelling.
[2] Output 1.2.1 (Forestry Decision-Making Tools): GIS mapping tools, remote sensing software, and potentially hardware upgrades to enhance the Directorate of Forestry's capacity for national forest inventories and data management.
[3] Output 2.2.1 (New Sustainable Financial Solutions): specialized software or platforms needed for designing and managing new financial instruments (e.g., carbon/biodiversity credit registries, bond management tools), as well as any necessary equipment for verification systems.
[4] Output 2.2.2 (Monitoring Economic Benefits): systems and software to track, measure, and verify the economic benefits of PAN reforms and new financial solutions, ensuring data integrity and accessibility.
[5] Includes fees associated with ad hoc office requirements, such as software licenses (e.g., Monday.com) or specialized cloud data storage.
[6] Project M&E: Allocated for M&E software, data collection tools, and reporting templates to ensure effective tracking and evaluation of project progress.

Total Revolving Funds, Seed Funds, Equity
[7] Capital Investment (GPTF Endowment Fund): GEF grant's catalytic contribution to capitalize the Game Product Trust Fund (GPTF) with long-term financial reserves, aiming to establish an endowment fund structure.

Contractual Services - Company
[9] Sustainable Finance Solutions Coordinator to support the design (1.5.1) and implementation (2.3) of financial solutions. The selected firm will also ensure systems for monitoring, evaluating, and verifying economic benefits of PAN reforms are developed and implemented
[10] Sustainable Finance Consultancy Firm - legal, tax, origination and structuring tasks associated with developing and implementing solutions. This is distinct from general professional fees as they relate to highly specialized, transactional aspects of new financial mechanisms and policy frameworks that involve intricate legal or financial instrument structuring.
[11] Specialized environmental and social economics firm, with a mix of expertise for valuation methodology, data collection and community engagement, incl. local data collectors, community engagement specialists, and national statisticians
[12] Communications consultancy to develop communication strategy and materials RE: the project's economic valuation outputs
[13] Technical consultancy with expertise in forestry and GIS to lead capacity building. This includes experts in advanced GIS and local trainers.
[14] Funds for legal and financial experts to guide the GPTF's institutional enhancement. This includes experts on Conservation Trust Fund (CTF) standards and the Namibia legal and policy context. Complements KfW investment. The selected individual or firm will also develop any needed operational manuals for the reformed GPTF.
[15] Institutional reform consultant/firm to assess and recommend structural and operational reforms within MEFT and associated entities (e.g., NWR)
[16] Expert/firm (law and policy as well as subject matter) to undertake the feasibility assessment of biodiversity offsets, develop and the framework
[17] legal and policy consultant/firm to develop the framework
[18] Consultancy to complete independent, third party due diligence review of GPTF prior to capitalization. The GEF Agency will complete this process jointly with MEFT.
[19] Consultancy for fundraising for GPTF capitalization
[20] Financial consultant/firm to support the competitive bidding process and develop the investment strategy for asset managers is $150,000.

Trainings, Workshops, Meetings:
[21] Venue rentals, computer equipment, and catering. 10,000 / year (=5 workshops per year @ $2,000 / workshop)
[22] For stakeholder consultative workshops during development and review of PA economic evaluation (=20 workshops @ $2,000 ea., incl. catering, venue, etc.)
[23] For high-level dissemination engagements and public workshops. (4 meetings/engagements @ $5,000 ea. for catering, venue, etc.)
[24] For the comprehensive training program delivery to DoF staff.
[25] For training and capacity building to GPTF staff and board on new governance and financial systems; synergistic with KfW project
[26] For Collaboration Advisory Group (CAG) meetings and reform discussions.
[27] For incubation working group meetings and stakeholder engagement during policy development or stakeholder consultative workshops during development and review (=20 workshops @ $2,000 ea.) .
[28] For stakeholder consultations for fee development and training on new institutional arrangements.
[29] For Implementation Task Team (ITT) meetings and during design and implementation (one ITT meeting / quarter for 3 years @ $1,000 / meeting for catering, venue rental)
[30] For consultations related to fundraising strategy development and stakeholder engagement on capitalization.
[31] Gender Action Plan (GAP) workshops 1/year at 5,000 ea.

[32] 2 trainings per mechanism @ 5,000 / training
[33] For four trainings on new systems @ 5,000 / training

PMU Costs
[34] Project manager 100% FTE - some costs distributed across components, given coordination responsibility
[35] Project M&E Officer - 100% FTE; costs distributed across components
[36] Gender and Social Inclusion Specialist 100% FTE; costs distributed across components
[37] Communications Specialist 100% FTE
[38] Finance and Admin Officer 100% FTE

[8] Travel:
Rationale: Travel expenses (e.g., mileage, accommodation, per diems) for project staff, consultants, and participants for fieldwork, data collection, site visits, stakeholder engagements, and training delivery. These costs are essential for on-the-ground implementation and coordination across Namibia, including travel for Mid-Term Review (MTR), Terminal Evaluation (TE), and ESMF implementation activities.
Allocation (Key areas):
Output 1.1.1 (Economic Valuation): Fieldwork for primary data collection and engagement with local communities.
Output 1.1.2 (Business Case Dissemination): Travel for high-level engagements and public workshops across different regions.
Output 1.2.1 (Forestry Decision-Making Tools): Travel for training program delivery and implementation of forest inventories.
GPTF-related outputs (Outcome 1.3 and 2.3): Travel for GPTF staff and consultants for stakeholder engagements and system implementation.
Output 1.4.1 (Institutional Reform) & 1.5.1 (Strategic Feasibility Assessment) & 1.5.2 (Biodiversity Offset Policy): Travel for experts for institutional reviews and stakeholder consultations.
Output 2.1.1 (Institutional Reform Implemented) & 2.1.2 (Increased Conservation Fee): Travel for the change management team and consultants for on-the-ground implementation and stakeholder consultations.
Output 2.2.1 (New Sustainable Financial Solutions): Travel for Implementation Task Teams (ITTs) and consultants for designing and implementing new financial solutions.

Please explain any aspects of the budget as needed here

ANNEX I: RESPONSES TO PROJECT REVIEWS

From GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF.

Response to GEF Council and CBD, GEF 8 Namibia

Comment from GEF Council Members	Response to Comment

Luyi Cheng, UNITED STATES: 'The United States encourages working with the Ministry of Finance and National Planning Commission to ensure that PAN finance discussions are not hindered.'	We agree and have addressed this concern by explicitly integrating the Ministry of Finance and the National Planning Commission (NPC) into the project's strategy and coordination structures. Of note: - Outcome 1.1 focuses on creating a compelling business case of the value of a healthy and well-resourced PA system to the national economy. Endorsement of the Ministry of Finance will be sought in order to promote mainstreaming and uptake. -Outcome 1.5, which deals with diverse financial solutions, requires the approval of both the Ministry of Finance and the Ministry of Environment, Forestry, and Tourism (MEFT). This ensures Finance's involvement at key decision points related to new financial mechanisms and policy frameworks, and will enhance their uptake. - Institutional Arrangements: The project's institutional framework, includes a Project Steering Committee (PSC) where representatives from the NPC will be invited to participate. This ensures their perspectives are considered at the highest strategic level of the project. - Stakeholder Engagement: The Stakeholder Engagement Plan (SEP) specifically lists the Ministry of Finance and Public Enterprises and the Namibia Investment Promotion and Development Board (NIPDB) as key national government entities to be engaged in project activities, particularly those related to finance and investment.
Annette Windmeisser, GERMANY: - 'Germany welcomes the integration of other financial mechanisms such as biodiversity bonds, carbon and biodiversity credits, ESG and other mechanisms as they diversify the financial landscape and could provide profitable long-term financial support for the PAN. However, Germany recommends incorporating a high integrity approach in the further development of instruments such as ESG and carbon/biodiversity credits in particular, as significant risks to the environment and IP&LCs can arise from flawed project implementation.' - 'Germany recommends a more detailed explanation of the plan to mobilize seed investments and additional resources to capitalize the endowment and sinking fund, as this is a critical pillar for the success of the project.' - 'While the project summary mentions that the project will contribute to Target 18 of the KM-GBF 2022, the proposal does not clearly identify the specific contributions. Germany recommends that these contributions be further specified.'	We appreciate this feedback. The project will follow a high-integrity with respect to new financial mechanisms and fund capitalization in the CEO ER, further to detailed plans for both. Output 1.5.1 on strategic feasibility assessments explicitly includes criteria for implementation and risk analysis. For biodiversity offsets (Output 1.5.2), the project will develop a policy framework that adheres to the 'full mitigation hierarchy' (avoid, minimize, restore, offset) and aims for a 'no et loss' or 'net positive impact' on biodiversity, which aligns with international best practices. This policy will include strong governance mechanisms, independent oversight, and clear reporting requirements to mitigate risks to both the environment and Indigenous Peoples and Local Communities (IPLCs). With respect to Fund Capitalization for the Game Product Trust Fund (GPTF), Output 2.3.1 outlines specific activities for this, including a fundraising strategy that targets government allocations, international donors, private philanthropy, and revenues from new financial mechanisms. The GEF grant itself will serve as a catalytic seed investment of $1,700,000 for the GPTF's long-term reserves. The disbursement of these funds is contingent upon the GPTF meeting international best practices in governance and operations (as set out in the CTF Practice Standards). This structured approach ensures that the fund is ready to receive and manage additional capital effectively. As relates to risk Assessment, the risk assessment has been expanded upon in the CEO ER to include potential risks from new financial mechanisms. It specifically notes that economic development may prioritize extractive deals over environmental protection and that a strong policy framework (Output 1.5.2) and banking sector engagement (Outcome 1.5) are key mitigation measures. Finally, it is noted that the project's contributions to the Kunming-Montreal Global Biodiversity Framework (KM-GBF) targets are

	clearly articulated in the CEO ER, with a primary focus on Target 3. The project's overall alignment with the KM-GBF, particularly Target 3, is detailed in Section D of the CEO ER. A new Annex 'Response table to Comment 3 of GEF Council' provides a more specific breakdown of how the project's strategy aligns with key KM-GBF targets.
Yibin Xiang, Convention on Biological Diversity (CBD): 'Regarding C. ALIGNMENT WITH GEF-8 PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES Very much appreciate considering the link with the 23 targets of the Kunming-Montreal Global Biodiversity Framework (KM-GBF). If possible, please kindly regroup in terms of primary links and secondary links with ALL the KM-GBF targets.'	Thank you for this suggestion. The CEO ER identifies the project's alignment with national and global priorities, including the Kunming-Montreal Global Biodiversity Framework (KM-GBF). The project primarily contributes to KMGBF Targets 3 and 19 (by improving the effective management of Namibia's existing terrestrial protected areas through sustainable financing), and secondarily to Target 18 (as the project focuses on developing market-based instruments to create positive incentives for biodiversity conservation). Annex 'Response table to Comment 3 of GEF Council' has a detailed breakdown of the project's contributions to the balance of the KM-GBF targets.

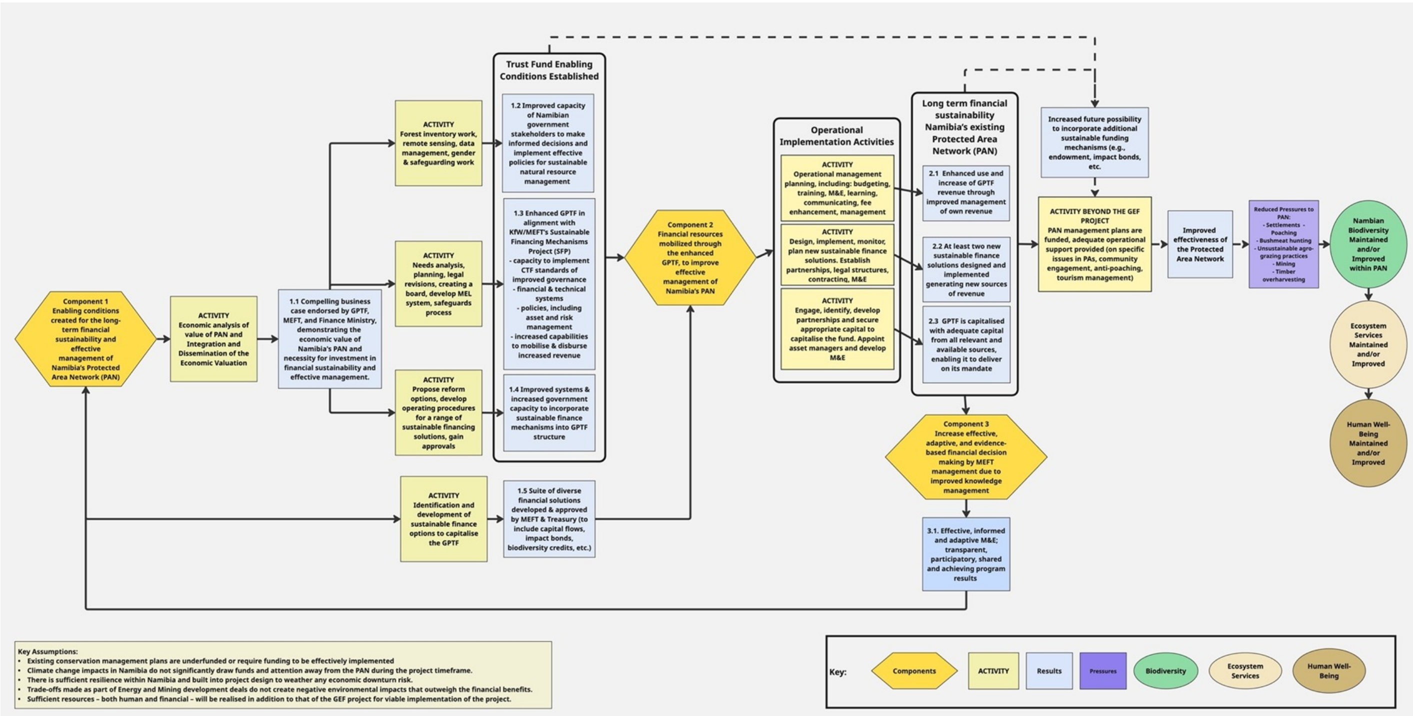
STAP Comments and Responses

STAP Comments	GEF Agency Response	Location in CEO Endorsement Document
The proposal should clarify whether the third strategy (developing financial knowledge management systems) is embedded in the other two components and why it is not given its own outcomes and actions.	The project strategy is structured into three components. Component 3 is dedicated to 'Increase effective, adaptive, and evidence-based financial decision making by MEFT management due to improved knowledge management,' and has its own outcomes and outputs. This component ensures that the project can adapt to unfolding uncertainties and fosters a culture of learning and evidence-based decision-making within MEFT.	Project Description B.2 Project Strategy, Component 3
Provide more information on the biomes where carbon credits may be envisaged and whether potential credits are linked to avoided deforestation or restoration.	The project will investigate the suitability and viability of carbon/biodiversity credits as new revenue-generating financial solutions. A sustainable finance assessment undertaken during the PPG phase highlighted the current state of play in Namibia regarding carbon, including existing conservation carbon credit deals and the government's thinking on a carbon trading framework. The project's focus on sustainable forestry management and the economic valuation of forest carbon stocks under Output 1.2.1 further contributes to carbon mitigation by promoting practices that enhance carbon sequestration and avoid deforestation. This initial estimate will be refined during the inception phase based on detailed calculations considering historical fire regimes and the projected impact of improved management.	Financial Solutions Analysis, Output 1.2.1
Clarify the intention of output 1.2.2 and provide a justification for the proposed output of two policies.	This comment refers to an older numbering system from the original PIF concept. In the updated CEO Endorsement Document (26 May 2025), the concept of two policies has been refined and simplified into a single, focused output: 1.5.2. Biodiversity Offset Policy Framework for Namibia developed by experts and approved by MEFT and Treasury. This strategic shift	Output 1.5.2

	aims to create a comprehensive policy framework for biodiversity offsets to manage environmental impacts from economic development, particularly from extractive industries like green hydrogen and oil/gas. This intervention is crucial for safeguarding biodiversity and creating new finance streams from compensation mechanisms.	

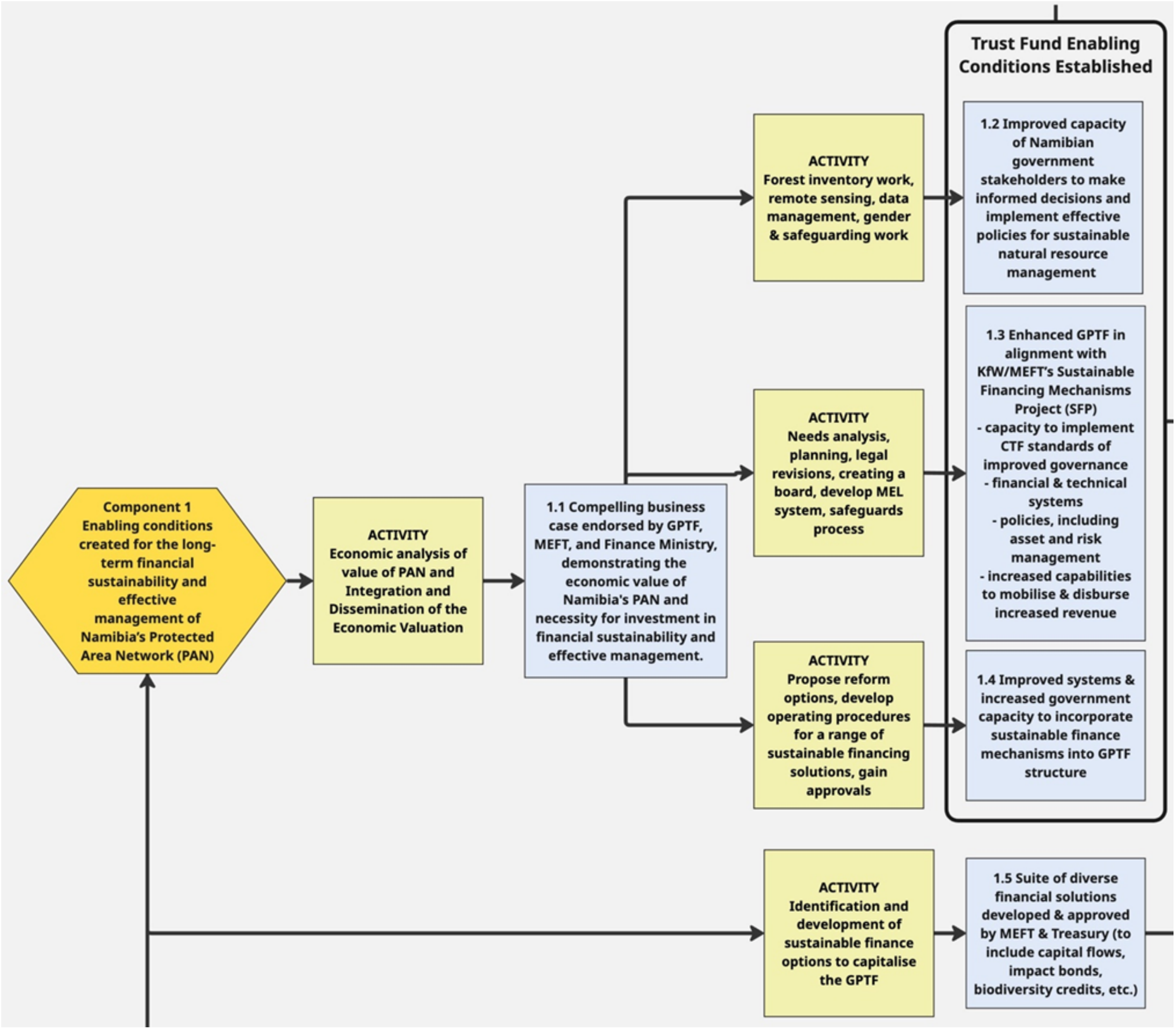
Project Theory of Change (

Overview (see also: https://miro.com/app/board/uXjVIKWo9qY=/?share_link_id=733886000321):

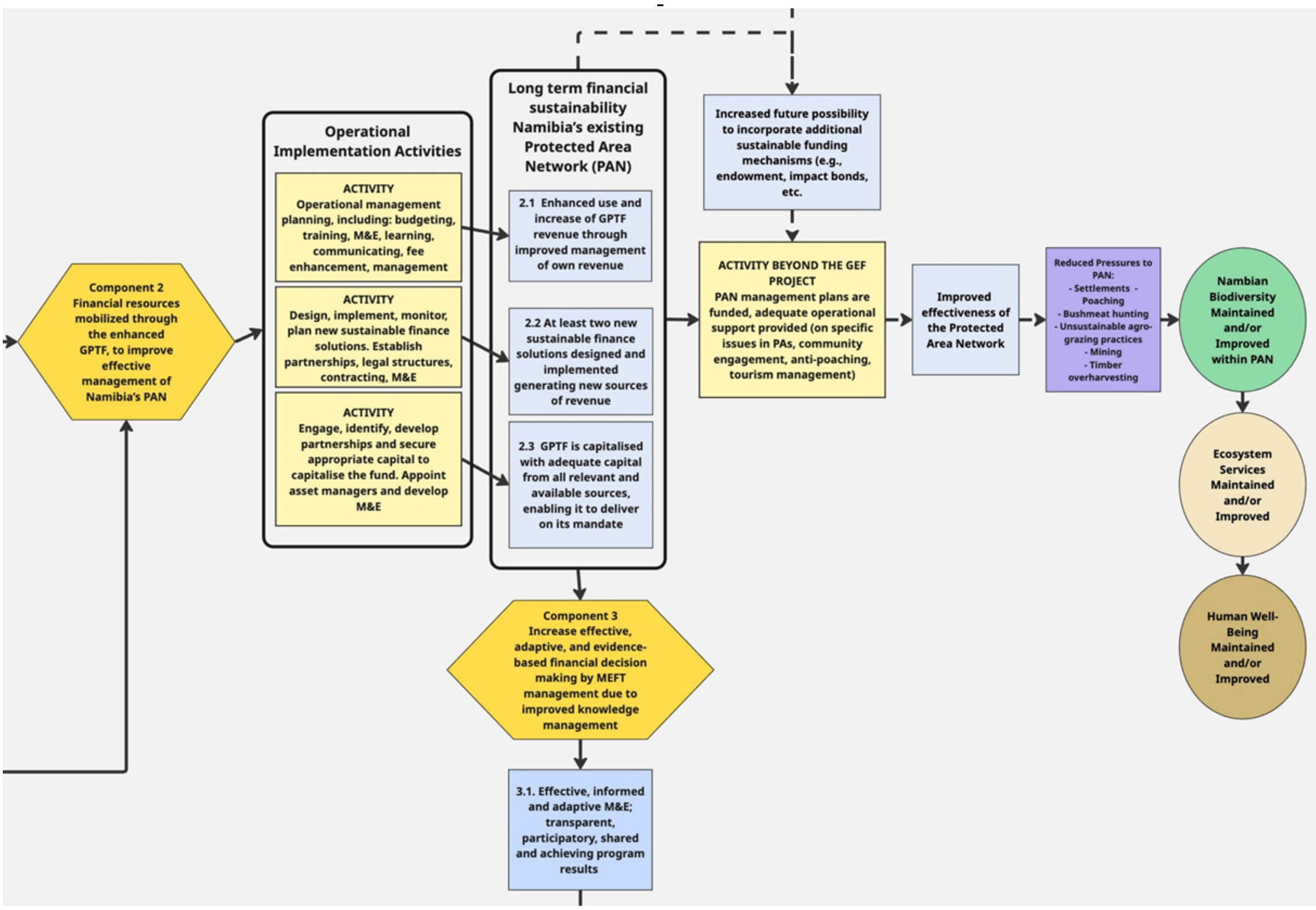


(also attached as a separate annex)

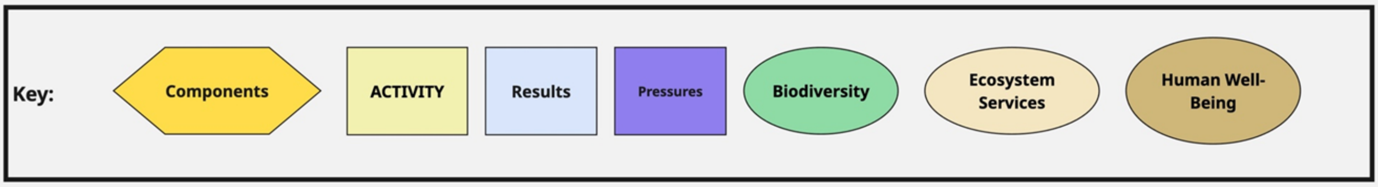
Component 1:


Trust Fund Enabling Conditions Established
ACTIVITY Forest inventory work, remote sensing, data management, gender & safeguarding work
1.2 Improved capacity of Namibian government stakeholders to make informed decisions and implement effective policies for sustainable natural resource management
ACTIVITY Needs analysis, planning, legal revisions, creating a board, develop MEL system, safeguards process
1.3 Enhanced GPTF in alignment with KfW/MEFT's Sustainable Financing Mechanisms Project (SFP)
- capacity to implement CTF standards of improved governance
- financial & technical systems
- policies, including asset and risk management
- increased capabilities to mobilise & disburse increased revenue
Component 1 Enabling conditions created for the long-term financial sustainability and effective management of Namibia's Protected Area Network (PAN)
ACTIVITY Economic analysis of value of PAN and Integration and Dissemination of the Economic Valuation
1.1 Compelling business case endorsed by GPTF, MEFT, and Finance Ministry, demonstrating the economic value of Namibia's PAN and necessity for investment in financial sustainability and effective management.
ACTIVITY Propose reform options, develop operating procedures for a range of sustainable financing solutions, gain approvals
1.4 Improved systems & increased government capacity to incorporate sustainable finance mechanisms into GPTF structure
ACTIVITY Identification and development of sustainable finance options to capitalise the GPTF
1.5 Suite of diverse financial solutions developed & approved by MEFT & Treasury (to include capital flows, impact bonds, biodiversity credits, etc.)

Component 2 and 3:



Assumptions and Key:



Key Assumptions:

- **Existing conservation management plans are underfunded or require funding to be effectively implemented**
- **Climate change impacts in Namibia do not significantly draw funds and attention away from the PAN during the project timeframe.**
- **There is sufficient resilience within Namibia and built into project design to weather any economic downturn risk.**
- **Trade-offs made as part of Energy and Mining development deals do not create negative environmental impacts that outweigh the financial benefits.**
- **Sufficient resources – both human and financial – will be realised in addition to that of the GEF project for viable implementation of the project.**

B.2 Project Strategy

Namibia's state-run Protected Area Network (PAN) is crucial for conserving the country's rich biodiversity and contributes significantly to its national economy. However, its long-term financial sustainability and effective management face significant challenges. This project aims to address these challenges by ensuring the long-term financial viability for the effective management and safeguarding of Namibia's existing PAN. This objective is critical because the PAN currently faces substantial threats, primarily insufficient domestic financial resources and a misalignment between its economic value and fund allocation, which, if unaddressed, will lead to continued biodiversity loss, ecological degradation, and a decline in ecosystem services.

The project proposes a comprehensive, three-component approach to build diverse sustainable finance capacities:

1. **Creating enabling conditions** for long-term financial sustainability and stability. This component will be focused on enhancing the GPTF, creating the conditions for enhancement in terms of technical assistance and capacity building that can then be operationalised thereafter.
2. **Mobilizing diverse financial resources**, including strengthening and capitalizing the Game Product Trust Fund (GPTF) with an initial endowment structure to provide a long-term financing base. This second component follows from the first and is operational and investment focused.
3. **Improving Monitoring and Evaluation (M&E) and knowledge management systems** to enhance institutional efficiency.

This strategy focuses on significantly increasing revenue for the PAN, strengthening the institutional capacity of key financial management bodies, and further capitalizing the GPTF as the central sustainable financing mechanism for the state PA system. The project's emphasis on developing a suite of diverse and sustainable financial solutions is particularly important, as it will establish more predictable and increased financing for Protected Areas (PAs) from a wide range of income streams. This will reduce the PAN's reliance on unpredictable donor funding and create a more resilient financial foundation.

By improving the capacity of the Ministry of Environment, Forestry and Tourism (MEFT) to mobilize and effectively utilize financial resources, including reviewing and reforming existing institutional structures, the project will ensure that increased funding translates into improved management outcomes on the ground. . This comprehensive approach, combining diversified financial solutions, institutional reforms, and targeted conservation strategies, is essential for conserving globally significant biodiversity, maintaining essential ecosystem services, and fostering Namibia's sustainable development.

The successful execution of this strategy will directly contribute to the GEF biodiversity strategy's goal of conserving, sustainably using, and restoring globally significant biodiversity.

The following framework details the project components, outcomes, outputs, and activities:

Project Objective: Ensure long-term financial sustainability for effective management and safeguarding of Namibia's existing state-run Protected Area Network (PAN).

Component 1: Enabling conditions created for the long-term financial sustainability and effective management of Namibia's Protected Area Network (PAN)

This component is fundamental to establishing a solid foundation for the financial sustainability of Namibia's PAN, recognizing that effective long-term financial planning and policy implementation depend on the capacity of government stakeholders to understand the economic value of protected areas and to utilize robust data for decision-making. It aims to equip the Namibian government with the necessary knowledge and skills to make informed choices that will secure the financial future of its protected area network, aligning with GEF's strategic priorities for biodiversity conservation and sustainable use.

Outcome 1.1: Compelling business case endorsed by GPTF, MEFT, and Finance Ministry, demonstrating the economic value of Namibia's PAN and necessity for investment in financial sustainability and effective management.

This outcome will produce a robust economic valuation of Namibia's PAN and a compelling business case, serving as foundational documents for advocating for increased investment and improved resource allocation. The work will be done primarily through external consultancies and active engagement with key governmental and financial institutions, building on existing knowledge and setting the stage for subsequent financial mobilization efforts, in close coordination with the KfW SFP's focus on GPTF strengthening. The GEF project will differentiate itself by undertaking the comprehensive economic valuation and developing the specific business case to secure high-level endorsement, a crucial step for broader financial commitment not explicitly detailed as an output of the KfW SFP.

Output 1.1.1: Economic value of Namibia's PAN comprehensively assessed and reported.

Description: This output focuses on a comprehensive economic valuation of Namibia's PAN, recognizing its critical contribution to the national economy, local communities and indigenous peoples economy/or livelihoods, ecosystem services, and global biodiversity. The assessment will incorporate gender-disaggregated data and analysis to highlight the varied economic contributions of both men and women, local communities and indigenous peoples, ensuring a holistic understanding of the PAN's value. This will be a consultancy, involving a specialized environmental and social economics firm or consortium. The initial literature review will be conducted in Q1-Q2 of Year 1 (tentative - subject to revision in inception phase), followed by methodology development (Q2-Q3, Year 1 - tentative). Data collection will be continuous from Q3, Year 1 to Q2, Year 2 (tentative), with analysis and reporting finalized by Q3, Year 2 (tentative). Close coordination with the MEFT (as contractor via the PMU) especially Directorate of Scientific Services and the National Statistics Agency will be maintained throughout, as well as with the Departments of Parks and Wildlife and of Environmental Affairs and Forestry. Wider collaboration will incorporate other stakeholders like KfW and UNDP to avoid duplication. The findings will directly inform the strategic communication materials developed thereafter and provide a critical evidence base for the financial reforms pursued by both the GEF and KfW SFP projects.

Activities:

- 1.1.1.1 Conduct a gender-sensitive literature review of existing economic valuation studies of protected areas globally, in Africa and for Namibia, including local communities and indigenous peoples as well.
- 1.1.1.2 Develop a detailed, gender-inclusive methodology for the economic valuation, ensuring ecosystem services (e.g., water provision, carbon sequestration, tourism value) and valuation methods (e.g., travel cost method, contingent valuation, market pricing) are included.
- 1.1.1.3 Collect primary data disaggregated by sex and age on relevant indicators, such as tourism expenditure, water usage, and carbon stocks, from various sources, including park visitor surveys (ensuring safe and ethical data collection), government statistics, and scientific studies. Implement safeguarding protocols for data collection, including informed consent and data privacy.
- 1.1.1.4 Led by the Department of Environmental Affairs and Forestry, review and update natural resource economic capital accounts, incorporating gender-disaggregated data and analysis to reflect the economic contributions of both men and women, including indigenous peoples.
- 1.1.1.5 Analyse the gender-disaggregated data to quantify the economic value of each ecosystem service and the overall contribution of the PAN to Namibia's economy, highlighting disparities and opportunities.

Output 1.1.2: Compelling business case developed and disseminated to key stakeholders.

Description: Building on the economic valuation, this output will translate the technical findings into a compelling business case through solid communications and outreach, strategically tailored for diverse audiences to advocate for increased investment in the PAN. The development of communication materials will be undertaken by a specialized communications consultant, working in close collaboration with the MEFT's public relations unit and the project's PMU. Dissemination will involve high-level engagements and public workshops, facilitated by the PMU. This will begin in Q4, Year 1 (tentative - to be reviewed in inception phase, year 1 work-planning), with materials finalized by Q1, Year 2 (tentative), and dissemination continuing through Year 3 and Year 4 (tentative). The project will coordinate with KfW to ensure consistent messaging regarding the economic value of the PAN and the need for sustainable financing.

Activities:

- 1.1.2.1 Develop gender-sensitive and IPLC-engaged strategic communication materials (President, MEFT top management, cabinet committee on NRM, other OMAs, Banking institutions, Development partners, KAZA countries, etc.) that effectively convey the economic value of the PAN.
- 1.1.2.2 Disseminate the report findings to key stakeholders, including government agencies, NGOs, the private sector, and Indigenous peoples and local communities through accessible workshops and publications, ensuring inclusive participation and feedback mechanisms. Implement safeguarding measures during workshops to prevent and address any incidents of harassment or discrimination.

Outcome 1.2: Improved capacity of Namibian government stakeholders—across all gender identities—to make informed decisions and implement inclusive and effective policies for sustainable natural resource management.

This outcome is fundamental to establishing a solid foundation for the financial sustainability of Namibia's PAN, recognizing that effective, inclusive long-term financial planning and policy implementation are contingent upon the capacity of government stakeholders to understand the economic value of protected areas and to utilize robust data for decision-making. It aims to equip the Namibian government with the necessary knowledge and skills to make informed choices that will secure the financial future of its protected area network. This outcome complements the KfW SFP's focus on institutional strengthening of the GPTF by building broader governmental capacity in data-driven decision-making for natural resource management, ensuring that the enabling environment for sustainable finance extends beyond the GPTF itself. The GEF project will differentiate itself by focusing specifically on enhancing the capacity of the Directorate of Forestry for inclusive data-driven decision-making and economic valuation of forest resources, an area not explicitly covered by the KfW SFP's immediate scope.

Specifically, Outcome 1.2 will strategically prioritize capacity building and readiness within the Department of Forestry (DoF). This focused approach is informed by two critical factors impacting the equitable development and sustainable management of the nation's natural resources. Firstly, an observable disparity exists in the allocation of funding between the Department of Parks and Wildlife (DPW) and the DoF, particularly concerning the management of state forests. While the DPW has historically benefited from more substantial financial resources for its mandate, the DoF, responsible for vast and vital state forest ecosystems, operates with comparatively constrained budgets. This imbalance limits the DoF's ability to fully implement critical conservation, sustainable use, and management initiatives. Secondly, and reinforcing the need for targeted support, current external funding mechanisms have not adequately addressed the financial needs of the forestry sector. Specifically, it has been observed that while the KfW project provides significant funding to the Department of Parks, no equivalent dedicated funding stream is currently directed towards the DoF for forest-related initiatives. This creates a critical gap in investment for forest conservation and sustainable forestry practices. Therefore, the core objective of this outcome is to proactively address these funding discrepancies and prepare the DoF for future investment opportunities under the enhaced GPTF. Activities under Outcome 1.2 will be designed to enhance the DoF's institutional capacity, strengthen its technical expertise, and improve its ability to develop and manage fundable projects. This will ensure that once the GPTF is enhanced and sufficiently capitalized, the Department of Forestry will be in a position to successfully apply for and secure the necessary funds to advance its critical mandate in forest management, conservation, and sustainable development.

Output 1.2.1: Data-driven forestry decision-making tools implemented for improved national forest inventories and economic valuation of forest resources.

Description: This output focuses on strengthening the technical capacity of the Directorate of Forestry (DoF) within MEFT to better manage and value forest resources. This will involve an initial assessment of existing capacity, followed by the development and implementation of a targeted training program. A technical consultant with expertise in forestry, GIS, and economic valuation will lead this, working closely with DoF staff. This output will run from Q3, Year 1 to Q4, Year 2 (tentative - to be reviewed in inception phase). The integration of gender-disaggregated data and analysis is crucial to ensure that the economic contributions and needs of men and women in forest resource use are recognized and integrated.

Activities:

- 1.2.1.1 Assess the current capacity of the Directorate of Forestry in terms of staff skills, data management systems, and technology for their part in PAN management.
- 1.2.1.2 Develop and implement a gender-balanced comprehensive training program to enhance the Directorate's capacity in forest inventory techniques, data analysis, economic valuation of forest resources and sustainable finance.
- 1.2.1.3 Implement improved national forest inventories using updated methodologies and technologies, such as remote sensing and GIS, to collect accurate and up-to-date data (disaggregated by sex where relevant) on forest resources.
- 1.2.1.4 Conduct a gender-sensitive economic valuation of forest resources, including timber and non-timber forest products, carbon sequestration potential, and biodiversity values (ref. NRA), recognizing the different uses and values of forest resources for men and women.
- 1.2.1.5 Establish a robust and accessible data management system to store, analyse, and disseminate forest inventory and economic valuation data (disaggregated by sex and age where relevant) to support evidence-based decision-making, with protocols to ensure data privacy and security.
- 1.2.1.6 Conduct detailed and gender-sensitive species-specific assessments, including a study on Devil’s claw and a study on high-value plant species, examining the roles and knowledge of women and men in their use and management.

Outcome 1.3: GPTF institutional capacity enhanced, aligning with KfW/MEFT's Sustainable Financing Mechanisms Project (SFP), to meet CTF standards, strengthening governance, financial/technical systems (including gender-sensitive asset/risk management), and inclusive revenue mobilization/disbursement.

This outcome directly addresses the need to strengthen the institutional framework responsible for managing financial resources for the PAN. Recognizing the existing collaboration with KfW through the Sustainable Financing Mechanisms Project, this outcome aims to enhance the GPTF by aligning its structure and operations with international best practices for conservation trust funds. The focus is on improving governance, administrative processes, financial management systems, and technical capabilities, ultimately enabling the GPTF to more effectively mobilize and disburse increased revenue for the long-term benefit of Namibia's protected areas. This outcome is highly integrated with the KfW SFP, which also aims to strengthen the GPTF. The GEF project will leverage and build upon the foundational work undertaken by the KfW SFP, ensuring a cohesive and accelerated approach to GPTF enhancement. The GEF project will differentiate itself by focusing on more granular aspects of GPTF enhancement and ensuring explicit integration of gender equity in all facets of governance and financial management, while the KfW SFP is establishing the broader compliance with CTF standards. Decisions regarding the specific scope of support and to avoid duplication between the GEF and KfW projects will be made at the PSC level, during annual work planning and through a technical inception workshop once the project commences. This collaborative approach is necessary given the dynamic nature of PAN management and the simultaneous operation of multiple projects. For instance, while KfW focuses on the overall GPTF reform, the GEF project will concentrate on broader institutional efficiencies within the MEFT. When it comes to resource mobilization for specific financial mechanisms, the projects will ensure they target different mechanisms to achieve maximum benefit.

Output 1.3.1: GPTF structure and operations enhanced to meet global Conservation Trust Fund (CTF) standards.

Description: This output is highly collaborative with the KfW SFP. The KfW SFP's 'enhancement stage 1 (year 1)' is specifically focused on making the 'GPTF compliant to the core requirements of the global Conservation Trust Fund (CTF) standards'. The GEF project will utilize the outputs and progress of the KfW SFP as its parallel project and will ensure that the GPTF not only meets these core requirements established by KfW, but also fully integrates best practices in governance, financial management, and resource mobilization, with a specific focus on gender equity, as reviewed during the inception phase. This distinction means that KfW funds will address the foundational compliance with the 67 international CTF standards, with 32 of them being implemented in Stage 1 (year 1) and the remaining relevant standards in Stage 2 (years 2-5). The GEF project, on the other hand, will leverage this foundational work to focus on more granular aspects of GPTF enhancement and explicitly integrate gender equity into all facets of governance and financial management. This will involve external legal and financial experts working directly with the GPTF board and staff. This activity will primarily take place in Year 1 and Year 2 (tentative - to be reviewed in inception phase) of the project, with monitoring and evaluation continuing throughout. The GEF project will ensure that the reform plan incorporates lessons learned from international CTFs and tailors them to Namibia's context, building on the KfW's efforts. Final decisions on the precise division of labour and funding will be made during the annual work planning stage, a technical inception workshop, considering the dynamic nature of PAN management and the simultaneous operation of various projects.

Activities:

- 1.3.1.1 Conduct a gender-sensitive gap analysis of the current GPTF structure, governance, and operations against the Conservation Finance Alliance's Conservation Trust Fund Practice Standards [1][3].
- 1.3.1.2 Develop a detailed enhancement plan that outlines the specific changes needed to align the GPTF with global CTF standards, ensuring gender equity in governance structure, policies and procedures, financial management systems, and technical capacity, ensuring environmental and social safeguards in governance structure, policies and procedures.
- 1.3.1.3 Implement the enhancement plan through a series of gender-inclusive activities, such as revising the GPTF's legal framework, establishing a multi-stakeholder governing board, & developing conflict-of-interest, gender equality and safeguards policies.

- 1.3.1.4 Provide gender-responsive training and capacity building to the GPTF staff and board members on the new governance structure, financial management systems, and operational procedures.
- 1.3.1.5 Establish a system for monitoring and evaluating the GPTF's performance against the CTF standards, with regular audits and gender-sensitive reporting to stakeholders.

Output 1.3.2: GPTF budget allocation and financial management system developed and implemented with improved financial gap analysis.

Description: This output directly supports the operationalization of the enhanced GPTF, enabling it to effectively manage and allocate financial resources for the PAN. The KfW SFP's 'enhancement stage 2 (year 2-5)' aims for the GPTF to develop and implement 'a budget allocation and financial management system that includes improved financial gap analysis'. The GEF project will work closely with the KfW SFP to ensure this system is robust, transparent, accountable, and gender-equitable in its allocation of funds, building on the institutional reforms initiated by the KfW SFP. The clear delineation is that KfW will establish the foundational budget allocation and financial management system , including supporting the implementation of external software for transparent financial management. The GEF project will then build upon this foundation by ensuring the system is robust, transparent, accountable, and explicitly integrates gender equity in fund allocation. This involves a financial management consultant working closely with the GPTF and MEFT finance departments. This work will begin in Q2, Year 2 (tentative - to be reviewed in inception phase), and continue through Q4, Year 3 (tentative) for full implementation. The development of a robust financial gap analysis, which is critical for informing fundraising strategies under Component 2, will be a joint effort, with KfW supporting the improvement of financial gap analysis and annual budget needs. The final breakdown and coordination of specific activities and funding will be determined during the annual work planning and through a technical inception workshop, considering the dynamic nature of PAN management and the simultaneous operation of multiple projects.

Activities:

- 1.3.2.1 Assess the existing budget allocation and financial management system of the GPTF, identifying weaknesses and areas for improvement.
- 1.3.2.2 Develop a revised budget allocation system that aligns with the PAN's management needs and conservation priorities, ensuring transparency, accountability, and gender equity in the allocation of funds, and track gender-specific budget allocations.
- 1.3.2.3 Implement a robust financial management system, including procedures for budgeting, accounting, financial reporting, and auditing, in line with international best practices.
- 1.3.2.4 Conduct a comprehensive financial gap analysis to determine the full spectrum of funding requirements for the PAN, including operational costs, infrastructure needs, and expansion costs, considering the different needs and priorities of women and men.
- 1.3.2.5 Develop a financial sustainability plan that outlines strategies for mobilizing resources to address the identified funding gap and ensure the long-term financial viability of the PAN, with specific strategies to promote gender-equitable financial sustainability [2][4].

Outcome 1.4: Improved systems & increased government capacity to incorporate sustainable finance mechanisms into GPTF structure.

This outcome focuses on strengthening the internal capacity and operational efficiency of the MEFT and other relevant entities (such as Namibia Wildlife Resorts - NWR) involved in the financial management of the PAN. By building upon existing feasibility studies and ongoing work, this outcome aims to identify opportunities for enhancing income generation and optimizing the management of the protected area network. The ultimate goal is to propose and initiate the implementation of institutional reforms that will lead to increased economic benefits, improved resource efficiency, and more effective overall management of Namibia's valuable protected areas. This is a shared outcome of the KfW SFP. Both projects will address institutional efficiencies within the broader MEFT structure, ensuring that the GPTF operates within an optimally supportive governmental framework. The GEF project will differentiate itself by providing broader institutional support to MEFT and associated entities beyond the GPTF, specifically to departments like the Directorate of Forestry (DoF) within MEFT, for incorporating sustainable finance mechanisms and optimizing revenue streams from public enterprises such as NWR. While the KfW SFP's primary focus is on the institutional strengthening and core compliance of the GPTF itself, here the GEF project will extend to the wider governance and operational structure of MEFT and its associated entities to ensure comprehensive financial and management reforms across the PAN. This 'broader institutional support' specifically means identifying and recommending structural and operational reforms that optimize income generation and management across the entire PAN, including reviewing and reforming existing institutional structures. The final breakdown of specific activities and funding responsibilities between the GEF and KfW projects will be determined at the Project Steering Committee (PSC) level, during annual work planning and through a technical inception workshop once the project starts, given the dynamic nature of PAN management and several projects running concurrently.

Output 1.4.1: Options for institutional reform identified, proposed, and recommended for improved PAN income generation and management.

Description: This output will focus on a strategic review of the broader institutional landscape surrounding the PAN, beyond just the GPTF. This includes institutions like the MEFT itself, particularly the Directorate of Wildlife and National Parks (DWNP) and the Directorate of Forestry (DoF) , as well as state-owned enterprises such as Namibia Wildlife Resorts (NWR). A governance and institutional reform consultant will lead this assessment, working closely with a newly established Collaboration Advisory Group (CAG) that includes representatives from MEFT, the EIF, and KfW SFP. This will begin in Q2, Year 1 (tentative - to be reviewed in inception phase), with recommendations finalized by Q4, Year 1 (tentative). The goal is to identify structural and operational reforms that can optimize income generation and management across the PAN, such as optimizing tourism concessions. This will ensure that the efforts of both the GEF and KfW SFP projects are aligned with a broader, more efficient institutional framework. While the KfW SFP primarily targets the enhancement of the GPTF to meet international CTF standards , the GEF project will specifically examine the wider MEFT structure and its associated entities to identify and propose reforms that contribute to overall PAN financial sustainability, such as improving revenue generation from NWR facilities. The final breakdown and coordination of specific activities and funding will occur at the PSC level, during annual work planning and through a technical inception workshop once the project starts, recognizing the dynamic nature of PAN management and the simultaneous operation of various projects.

Activities:

- 1.4.1.1 Establish a gender-balanced Collaboration Advisory Group (CAG) comprising representatives from MEFT (including the Directorate of Wildlife and National Parks and the Directorate of Forestry), the Environmental Investment Fund (EIF), KfW Sustainable Financing Mechanisms Project (SFP), and other relevant institutions as needed, such as Namibia Wildlife Resorts (NWR), Namibian Association of Community-Based Natural Resources Management Support Organisations (NACSO), and the National Planning Commission (NPC). This CAG will be crucial for the GEF project's strategic review of the broader institutional landscape beyond just the GPTF, a role that complements KfW's focus on the GPTF's core enhancement.
- 1.4.1.2 Identify key areas that require institutional support of the MEFT and associated entities involved in PAN management, including their roles, responsibilities, and financial flows, with a focus on opportunities for improvement. The institutional setup for the management of the PAN involves MEFT as the primary government body responsible for terrestrial areas, specifically through the DWNP and the DoF. The GPTF, while managed by MEFT, serves as a crucial domestic financing mechanism. Additionally, state-owned enterprises like NWR operate tourism facilities within protected areas.
- 1.4.1.3 Identify critical areas requiring enhancement to improve increased economic benefit, resource efficiency and management of the PAN, such as optimizing tourism concessions and increasing park entrance fees.
- 1.4.1.4 Propose at least three distinct options for institutional enhancement, considering different organizational structures for protected area authorities and drawing lessons from successful gender-equitable reforms in other countries.
- 1.4.1.5 Evaluate the potential benefits, challenges, and feasibility of each proposed reform option, with a gender lens, and recommend a preferred option for approval by the Minister of Environment and the Minister of Finance.

Outcome 1.5: Suite of diverse financial solutions developed & approved by MEFT & Ministry of Finance (to include capital flows, impact bonds, biodiversity credits and a policy framework for biodiversity offsets).

Recognising that relying on traditional funding sources may not be sufficient to ensure the long-term financial sustainability of the PAN, this outcome focuses on exploring and developing a suite of diverse and innovative financial solutions. By collaborating with national finance and investment institutions, such as the EIF, Namibia Investment Promotion and Development Board (NIPDB), and various commercial banks, and leveraging the expertise of the KfW Sustainable Financing Mechanisms Project, this outcome aims to identify and incubate promising new financial mechanisms that can generate additional revenue streams for the PAN. The ultimate goal is to have at least two of these financial solutions developed and approved by the MEFT and the Ministry of Finance, thereby diversifying the financial portfolio of the protected area network and enhancing its resilience. This outcome directly informs Component 2 of the GEF project. To clarify the division of labour, the KfW SFP's objective is to develop funding sources to sustain ongoing protected area costs, broadly focusing on the overall reform and development of the GPTF. The GEF project, in contrast, goes further by undertaking specific incubation work through expert engagement to identify and strategically assess the feasibility and implementation pathways of new, diverse financial solutions. This is explicitly outlined in Output 1.5.1, which details the strategic feasibility assessment and identification of sustainable financial solutions. Regarding the policy framework for biodiversity offsets, while specific feasibility assessments for all financial solutions will be undertaken under Output 1.5.1, the development of a comprehensive policy framework for biodiversity offsets (Output 1.5.2) has been identified as a critical, distinct activity for the GEF project. This decision is based on preliminary explorations and workshops held during the PPG phase, which highlighted its importance for leveraging new finance streams from economic development impacts, particularly from initiatives like green hydrogen projects, and it is not an explicit output of the KfW SFP. The final breakdown of specific activities and funding between the GEF and KfW projects will be determined at the Project Steering Committee (PSC) level during annual work planning and through a technical inception workshop once the project starts, given the dynamic nature of PAN management and several projects running at the same time.The actual *design and implementation* of at least two new sustainable finance solutions, leading to tangible revenue generation for the PAN, will occur under Component 2. This structured approach ensures a clear progression from assessment and policy development (Outcome 1.5) to practical implementation and revenue mobilization (Component 2), leveraging the GEF's catalytic role in incubating innovative finance.

Output 1.5.1: Strategic feasibility assessment of sustainable financial solutions for PAN completed.

Description. This output will build on existing 'FIND' reviews (an ongoing WWF Namibia initiative that was initiated during PPG focusing on identifying, assessing, and implementing viable finance solutions in Namibia's conservation landscapes) and involve a strategic feasibility assessment to identify the most viable sustainable financial solutions for the PAN. A financial expert or firm will undertake this assessment, working closely with the new Collaborative Advisory Group (CAG) which will include representatives from MEFT (including the Directorate of Wildlife and National Parks and the Directorate of Forestry), the EIF, KfW SFP, NWR, NACSO and the NPC). This will begin in Q3, Year 1 (tentative - to be reviewed in inception phase), and be finalized by Q1, Year 2 (tentative). The outcome of this assessment will directly inform which two new financial solutions will be pursued for design and implementation in Component 2. The GEF project's role here is to identify and incubate innovative finance solutions that complement the GPTF enhanced capacity, which is broadly supported by the KfW SFP. Specifically, while KfW's 'Output 2: Funding sources to sustain the ongoing costs of protected areas have been developed' focuses on broad development of funding sources, including an increase in conservation fees, the GEF project will strategically identify and incubate distinct and innovative financial mechanisms that are beyond the immediate scope of KfW's direct support. These could include, but are not limited to, biodiversity credits or wildlife bonds to maximize overall benefit and avoid duplication. The final breakdown and coordination of specific activities and funding will occur at the PSC level, during annual work planning and through a technical inception workshop once the project starts, given the dynamic nature of PAN management and several projects running at the same time.

Activities:

- 1.5.1.1 Under the guidance of the Collaborative Advisory Group (CAG), update and integrate findings of the ongoing WWF Namibia “FIND” review (which identifies, assesses, and implements viable finance solutions) to validate and prioritize potential sustainable financial solutions for the Protected Area Network (PAN) based on 'FIND' scoring against criteria including Case for Impact, Management and Execution, and Enabling Environment. This activity differs from previous FIND work by specifically focusing its validation and prioritization efforts on solutions relevant to the GEF project's objective of enhancing the PAN's financial sustainability, building directly upon the existing baseline of identified opportunities and assessing them for their suitability and viability within the GEF's scope.

- 1.5.1.2 Present the updated and integrated findings of the FIND review regarding potential sustainable finance solutions to the CAG, highlighting potential impacts and benefits. The CAG will then agree on the final two financial solutions to be implemented for further assessment, selecting from Impact Bonds, Tax Incentives, Nature (Biodiversity) Credits, and any additional viable solutions identified. It is important to note that while CTFs are a class of financial solutions, the GPTF already exists and is the central sustainable financing mechanism for the PAN, which the project aims to enhance and capitalize, rather than establishing a new CTF as a distinct financial solution. The GEF project focuses on diversifying revenue streams *into* the enhanced GPTF through these new mechanisms. This strategic selection will guide the design and implementation efforts under Component 2, ensuring complementarity with the KfW SFP focus on GPTF strengthening and broader funding source development.
- 1.5.1.3 Drawing on members of CAG, and other key or affected stakeholders (including women's groups and community representatives), establish an incubation working group to incubate each of the proposed financial solutions.
- 1.5.1.4 Through the incubation process assess the feasibility of each solution in the Namibian context, considering factors such as revenue potential, ability to implement, scalability, associated risks, and alignment with national policies and priorities, with a specific focus on gender equality and women's empowerment.
- 1.5.1.5 Draft a strategic feasibility and implementation pathway report for each sustainable financial solution and outline recommendations and needs for their gender-equitable implementation.

Output 1.5.2: Biodiversity Offset Policy Framework for Namibia developed and approved by MEFT and Ministry of Finance.

Description: This output is critical for creating the framework which will be critical for Namibia in managing environmental impacts from economic development, particularly from extractive industries like green hydrogen and oil/gas. This is relevant to the state protected areas as they are directly or indirectly impacted by these developments and there is a lack of a clear framework presently. This activity is a key differentiator for the GEF project as it is not an explicit output of the KfW SFP. A legal and policy consultant with expertise in environmental law and biodiversity offsets will lead the development of this framework, in close consultation with relevant government ministries (MEFT, Finance, Mines and Energy), NGOs, and the private sector. This activity will primarily take place in Year 2 and Year 3 (tentative - to be reviewed in inception phase). The development of this policy framework is essential for safeguarding biodiversity and creating new finance streams from compensation mechanisms. Rather than simply promoting compensation, the framework will adhere to the principle of 'no net loss' of biodiversity, aiming for a net positive impact where possible, consistent with GEF policies and aligning with the 'Growth at a Cost' future narrative where economic growth can conflict with conservation. This ensures that while economic development proceeds, biodiversity is protected and enhanced through clear, enforceable mechanisms.

Activities:

- 1.5.2.1 Conduct a comprehensive Scoping Activity to define the necessary steps, milestones, and technical process for developing a robust Biodiversity Offset Policy Framework, ensuring alignment with the existing Draft National Policy on Mining in Protected Areas. This will be led by the MEFT through its Directorate of Environmental Affairs , in close collaboration with the Ministry of Mines and Energy and other relevant government stakeholders
- 1.5.2.2 Facilitate robust and transparent stakeholder engagement throughout the policy development process, ESMF-compliant, involving relevant government ministries (MEFT, Finance, Planning, Infrastructure, Agriculture, Mines and Energy), environmental NGOs, indigenous peoples and local community groups, and the private sector, to ensure the development of the policy framework is inclusive and addresses potential impacts.
- 1.5.2.3 Define clear objectives and scope for the biodiversity offset policy, including specific conservation goals, intended benefits for protected area management and local communities, and the types of development projects and biodiversity impacts to be covered.

- 1.5.2.4 Integrate international best practices into the policy design, utilizing the Business and Biodiversity Offsets Programme (BBOP) framework and principles, ensuring the full mitigation hierarchy (avoidance, minimization, restoration, offset) is mandated, and drawing lessons from relevant case studies.
- 1.5.2.5 Develop strong governance mechanisms for the policy framework to ensure transparency, accountability, independent oversight, and clear reporting requirements for all aspects of the offset process.
- 1.5.2.6 Explore and incorporate effective benefit-sharing mechanisms with local communities affected by development projects or involved in offset initiatives, building on Namibia's successful communal conservancy model.
- 1.5.2.7 Undertake legal and regulatory analysis to determine the most appropriate legislative pathway for establishing a clear legal basis for biodiversity offsets in Namibia, potentially through amendments to the Draft Protected Areas and Wildlife Management Bill or specific regulations under the Environmental Management Act.
- 1.5.2.8 Assess existing institutional capacity within relevant government agencies and support capacity-building needs for effective implementation and monitoring of the biodiversity offset program.
- 1.5.2.9 Develop a clear and measurable monitoring and evaluation framework to assess the effectiveness of the biodiversity offset policy in achieving its conservation goals and generating Global Environmental Benefits.
- 1.5.2.10 Explore potential co-financing opportunities with partners such as KfW, UNDP (BIOFIN in particular), and GIZ to support the full development and implementation of the biodiversity offsetting framework within the project's scope.

Component 2: Financial resources mobilized through the enhanced GPTF, to improve effective management of Namibia’s PAN

This component builds directly on the enabling conditions established in Component 1 and is closely aligned with the KfW SFP's efforts to enhance the GPTF and develop new funding sources. By implementing institutional reforms, increasing existing revenue streams (like conservation fees), and designing and implementing new sustainable finance solutions, this component will translate policy and capacity improvements into tangible financial resources for the PAN, ensuring long-term financial sustainability. The GEF project will differentiate itself by actively implementing and generating revenue from at least two new sustainable finance solutions, building on the feasibility assessments from Component 1. In contrast, the KfW SFP focuses more broadly on developing funding sources, including the general enhancement of the GPTF and ensuring its operational capacity to manage increased revenue. The GEF project's distinct role is to pilot and bring to fruition specific, innovative financial solutions (e.g., biodiversity credits, wildlife bonds), translating the broader 'development of funding sources' identified by KfW into tangible, revenue-generating mechanisms. There will be a greater emphasis on direct implementation of these new solutions by the GPTF itself in many aspects of this component. Critically, in this ‘implementation’ component, a portion of the GEF grant will be used as investment to capitalise the GPTF and begin the process of seeking to leverage other funds, using the enhanced status afforded to the GPTF following the outputs of the first component. The final breakdown and coordination of specific activities and funding will be determined at the PSC level, during annual work planning and through a technical inception workshop once the project starts, given the dynamic nature of PAN management and several projects running at the same time.

A central element of Component 2 is actively engaging the private sector to mobilize financial resources. This includes fostering partnerships with financial institutions and private companies interested in environmental, social, and governance (ESG) investments. The project will work to design and implement innovative financial solutions, such as biodiversity credits and wildlife bonds, directly involving private sector expertise and investment to generate new and sustainable revenue streams for the PAN. This strategic collaboration with the private sector is expected to significantly leverage the GEF's catalytic investment. The project actively involves the private sector to ensure long-term financial sustainability for Namibia's Protected Area Network (PAN). This engagement is crucial for leveraging diverse financial solutions and expertise beyond traditional government funding.

In terms of the investment, GEF funds supporting capitalization will not be disbursed until all conditions with respect to each of the tranches have been met. The call for the disbursement of funds should come from GPTF once these conditions are met. The WWF GEF Agency will then assess and determine when compliance with disbursement conditions has been achieved and thereafter disburse directly the requested funds. Contingency measures will be put in place: In the event that insufficient funds have been raised for the establishment of an endowment, or that the defined GEF disbursement conditions cannot be met for the endowment-like component, the WWF GEF Agency will consult with the GEF Secretariat and with the MEFT to evaluate contingency plans. In such a scenario, the GEF funds allocated for capitalization could be, for example, re-purposed as a sinking fund, combined with the KfW bridging finance, to support the same set of critical Protected Area (PA) management activities over a defined period. This ensures that the catalytic GEF investment continues to deliver global environmental benefits even if the long-term endowment target faces unforeseen challenges.

Outcome 2.1: Enhanced use and increase of GPTF revenue through improved and equitable management of its own revenue sources, with attention to inclusive benefit-sharing across genders.

Building upon the institutional strengthening of the GPTF under Component 1, this outcome focuses on the practical and equitable implementation of the enhancements made and the development of the GPTF's capacity to generate and manage its own revenue sources. By initiating the approved institutional reforms and developing and implementing an increased conservation fee, this outcome aims to demonstrate tangible progress in improving the financial self-sufficiency of the PAN, with the GPTF playing a central role in managing and disbursing these increased revenues for effective protected area management, with attention to inclusive benefit-sharing across genders. This outcome directly supports the KfW SFP's output on reforming the GPTF to be operational and deliver increased revenue, specifically focusing on optimizing existing revenue streams. The GEF project will differentiate itself by specifically focusing on the *implementation* of institutional reforms that lead to enhanced GPTF revenue generation (Output 2.1.1) and the *actual development and implementation* of increased conservation fees (Output 2.1.2). In contrast, the KfW SFP focuses more broadly on the overall reform and development of various funding sources to sustain ongoing protected area costs (Output 2 of KfW SFP). For example, KfW supports the strategic plan for GPTF and the development of innovative finance strategies. The GEF project's role is to ensure these reforms translate into tangible longer term revenue increases from existing sources, like conservation fees, which KfW's bridging finance will help cover during the transition period. The final breakdown of specific activities and funding between the GEF and KfW projects will be determined at the PSC level, during annual work planning and through a technical inception workshop once the project starts.

Output 2.1.1: Institutional reform for enhanced GPTF revenue generation implemented.

Description: This output focuses on the practical implementation of the institutional reforms identified and approved under Component 1, particularly those related to enhancing GPTF's ability to generate and manage revenue. This will be executed by a dedicated change management team comprising relevant GPTF and MEFT staff (including gender expertise) and specialist experts, which will serve as the operational unit responsible for driving the reform process. Technical expertise will be provided through specialized consultants hired by the GEF project.. This team's activities, including developing detailed implementation plans and providing training, are integrated into the project's budget. This implementation will primarily occur in Year 2 and Year 3 (tentative - to be reviewed in inception phase), leveraging the foundational work on GPTF reform supported by the KfW Sustainable Financing Mechanisms Project (SFP)'s 'Output 1: The Game Product Trust Fund has been reformed in accordance with CTF standards and is operational'.

To clarify the distinct yet complementary roles, the KfW SFP is providing the core funding and technical support for the GPTF to achieve compliance with the 67 international CTF standards, effectively reforming its legal and governance structure to be operational and meet these benchmarks. The GEF project, in close coordination, builds directly upon this foundational institutional reform to ensure that the newly compliant GPTF not only meets standards but is also fully equipped and operationalized to *actively generate and manage increased revenue*. This outputs builds on the GEF-funded enhancement work under Component 1, focusing on integrating best practices in financial management and resource mobilization with a specific emphasis on gender equity. The GEF's role is to ensure these reforms translate into tangible improvements in revenue generation, particularly through activities like developing and implementing increased conservation fees. The change management team, resourced through the GEF project's budget, will be instrumental in executing these detailed implementation plans, training staff, and continuously monitoring progress to ensure the reforms translate into tangible improvements in revenue generation. The final breakdown of specific activities and shared responsibilities between KfW and GEF will be meticulously defined and agreed upon at the PSC level, during annual work planning and through a technical inception workshop once the project starts.

Activities:

- 2.1.1.1 Develop a detailed implementation plan for the approved institutional reform option, outlining the specific steps, timelines, and responsibilities, with gender-specific indicators and activities. This plan will be developed by the GEF-funded change management team, drawing upon the gap analysis and enhancement plan prepared under Output 1.3.1 (GPTF structure and operations enhanced to meet CTF standards) and the proposed institutional reform options identified in Output 1.4.1.
- 2.1.1.2 Establish a change management team with gender balance and expertise in gender mainstreaming to oversee the implementation process, ensuring effective communication and stakeholder engagement with all genders.
- 2.1.1.3 Conduct training and capacity building for staff on the new institutional arrangements, roles, and responsibilities, ensuring gender-responsive training methodologies and addressing specific needs of women and men.
- 2.1.1.4 Monitor the implementation process, tracking progress against the plan and identifying any challenges or delays, with gender-disaggregated data and analysis. This monitoring will be undertaken by the GEF-funded PMU and the change management team, ensuring accountability for GEF-supported reforms.
- 2.1.1.5 Conduct regular reviews of the implementation to adapt the plan as needed and ensure that the reform is achieving its intended outcomes, including gender equality and women's empowerment outcomes.

Output 2.1.2: Increased conservation fee developed and implemented by MEFT with GPTF managing and disbursing.

Description: This output focuses on a concrete action to increase a key existing revenue stream for the GPTF: the conservation fee. This directly aligns with the KfW SFP's 'Output 2: Funding sources to sustain the ongoing costs of protected areas have been developed', building on that foundation. While KfW's role is to broadly support the development of funding sources for Protected Area (PA) costs and ensure the GPTF's operational capacity to manage increased revenue, the GEF project will specifically drive the *implementation* of the increased fee and its management by the GPTF. This ensures complementarity by focusing on the concrete action of raising and managing this specific revenue stream within the reformed GPTF framework established with KfW support. A financial consultant will conduct the feasibility study, involving broad stakeholder consultation. The MEFT/PMUwill lead the proposal development and approval process (with Ministry of Finance/Cabinet). Implementation will be led by the GPTF, focusing on efficient collection and transparent disbursement. This will begin in Q4, Year 2 (tentative - to be reviewed in inception phase) and aim for implementation by Q2, Year 4 (tentative). This output directly complements the KfW SFP's goal of ensuring the GPTF can manage and disburse increased revenue, providing a clear example of a strengthened revenue source and demonstrating how increased funding translates into improved management outcomes on the ground.

Activities:

- 2.1.2.1 Conduct a feasibility study for increased conservation fees and other potential revenue sources *derived from the assessments and prioritizations in Component 1* (e.g., those identified in Output 1.5.1 on strategic feasibility assessment of sustainable financial solutions) through a stakeholder consultative process, ensuring inclusive participation of women and considering potential differential impacts.
- 2.1.2.2 Develop a detailed proposal for the increased conservation fees structure for approval by Ministry of Finance / Cabinet (including fee levels for different visitor categories, revenue collection mechanisms), ensuring equitable fee structures and revenue collection mechanisms for all genders.
- 2.1.2.3 Develop strategies for reinvesting the revenue into state-run PAN management, ensuring alignment with the comprehensive management plans of the Protected Areas (PAs) and utilizing the new transparent and efficient financial management system developed under Component 1 (specifically Output 1.3.2). This ensures that new revenues are effectively allocated to prioritized conservation actions identified in these plans, promoting gender-equitable allocation of resources and benefits.
- 2.1.2.4 Communicate approved fees to stakeholders, using gender-sensitive communication strategies.
- 2.1.2.5 Implement the new fee structure, ensuring effective revenue collection (including automation) and transparent management and disbursement of the funds by the GPTF, with gender-disaggregated data on revenue collection and disbursement.

Outcome 2.2: At least two new sustainable finance solutions designed and implemented generating new sources of revenue.

Complementing the efforts to enhance revenue from existing sources, this outcome aims to unlock new and additional domestic financial resources for the PAN by implementing innovative sustainable financial solutions defined and agreed upon in Component 1. Building on the feasibility assessments conducted under Component 1, this outcome focuses on initiating the *design and implementation* of at least two agreed-upon financial mechanisms, thereby diversifying the financial base of the protected area network and reducing its dependence on traditional funding streams. The *operationalization* of these mechanisms will occur following successful design and the completion of necessary technical studies. This complements the KfW SFP's objective of developing new funding sources. The GEF project will differentiate itself by taking the lead in designing and implementing specific, innovative financial solutions (e.g., biodiversity credits, wildlife bonds), translating the 'development of funding sources' identified by KfW SFP into tangible revenue generation. While KfW's role in 'developing funding sources' is broad, encompassing general enhancement of the GPTF and the formulation of an innovative finance strategy, the GEF project will focus on the concrete technical studies, design, and initial implementation phases for *distinct* innovative financial solutions identified as priorities from Component 1, ensuring complementarity and avoiding duplication of efforts. The final breakdown and coordination of specific activities and funding will be determined at the Project Steering Committee (PSC) level during annual work planning and through a technical inception workshop once the project starts, given the dynamic nature of PAN management and several projects running at the same time.

Output 2.2.1: At least two new sustainable financial solutions designed, implemented, and generating revenue for the PAN.

Description:

This output represents the practical implementation of the innovative financial solutions identified in Output 1.5.1. For each selected solution (e.g., biodiversity credits, wildlife bonds, or landscape financing), an Implementation Task Team (ITT) will be established, comprising members from the CAG and other relevant stakeholders. The ITTs will be supported by specialized consultants (e.g., legal advisors, financial structuring experts, community engagement specialists) contracted by the Project Management Unit (PMU) under MEFT, housed within the GPTF. The design phase will occur in Q1-Q2, Year 3 (tentative - to be reviewed in inception phase), with implementation beginning in Q3, Year 3 (tentative) and continuing throughout the project's duration. The project will ensure careful coordination with the KfW SFP to target distinct financial mechanisms, maximizing the overall impact on the PAN's financial sustainability, ensuring there is no duplication with KfW's 'Output 2: Funding sources to sustain the ongoing costs of protected areas have been developed'.

Activities:

- 2.2.1.1 Drawing on the findings of the incubators defined in Output 1.5.1, and the resulting implementation pathways – establish Implementation Task Teams (ITT) for the two chosen sustainable finance solutions, ensuring gender balance and relevant gender expertise within the ITTs.
- 2.2.1.2 The ITT should comprise a select group of members from existing CAG, incubator members and other affected stakeholders, as required, who will drive the design and implementation of the selected financial solutions.
- 2.2.1.3 The ITT will develop detailed implementation plans for each selected finance solution, building upon the strategic feasibility and implementation pathway reports generated under Output 1.5.1. This activity focuses on the actionable steps for bringing the selected solutions to fruition, whereas Output 1.5.1 provided the high-level assessment and initial pathways. These plans will include required activities and milestones of the ITT, the financial solutions' expected capital/income unlock targets, and timelines, with gender-specific targets and indicators.
- 2.2.1.4 The ITT will engage and contract with required implementing partners such as legal advisors, financial structuring experts, community stakeholder advisors, project implementing partners to design the financial solutions, ensuring gender competence and sensitivity among partners.
- 2.2.1.5 The ITT along with its implementing partners will design, develop and refine the implementation of the financial solutions, engaging relevant stakeholders such as private sector companies, investors, and local communities, ensuring inclusive participation and addressing potential gender-specific impacts. Implement safeguarding measures during stakeholder engagement.
- 2.2.1.6 The ITT will monitor the performance of the financial solutions, tracking revenue generation, costs, and social and environmental impacts.

- 2.2.1.7 Scale up the successful financial solutions to generate significant new revenue for the PAN, while continuously monitoring and adapting the solutions as needed.

Output 2.2.2: Systems for monitoring, evaluating, and verifying economic benefits of PAN reforms developed and implemented.

Description: This output focuses on establishing robust systems to track and verify the benefits resulting from the implemented reforms and new financial solutions. These systems will be integrated into the broader financial management system of the GPTF and, where appropriate, into MEFT's existing data management infrastructure, ensuring long-term sustainability. The GPTF will be the owner of these integrated systems, leveraging the institutional strengthening and financial management system development supported by the KfW SFP. This will be led by an M&E specialist, working in collaboration with MEFT and GPTF finance departments. This will begin in Q1, Year 4 (tentative - to be reviewed in inception phase), and be operational by Q3, Year 4 (tentative), with ongoing monitoring and reporting. The integration of gender-disaggregated data and analysis will be crucial to understand differentiated impacts and benefits. This output provides critical feedback to Component 3 and ensures accountability for the financial investments made by both the GEF and KfW SFP projects, complementing KfW's 'Output 3: GPTF funds are used in a transparent, efficient, and sustainable manner by the park management of the protected areas' by providing a specific framework for economic benefits verification and ensuring the sustainability of the system within the GPTF's operational structure. This output differs from the financial systems for GPTF reform in that it focuses specifically on the *economic benefits verification* aspects of the reforms and new financial solutions, building upon the foundational financial management system established as part of the GPTF's broader reform.

Activities:

- 2.2.2.1 Following the recommendations from the institutional reform options, quantify the opportunities for increasing economic benefits, resource efficiency and improved management performance associated with the reform, with a focus on gender-differentiated benefits and opportunities.
- 2.2.2.2 Develop an action plan to track, measure and verify the impact associated with the policy measures, including gender-specific indicators and data collection methods. This action plan will specify the integration points within the GPTF's financial management system.
- 2.2.2.3 Monitor and verify the economic benefits and ensure resource efficiency from the implemented measures and track progress against targets, with gender-disaggregated data and analysis.
- 2.2.2.4 Evaluate the effectiveness of the implemented measures and identify any further opportunities for economic benefits and resource efficiency enhancement, considering gender equality and women's empowerment.
- 2.2.2.5 Ensure operational systems are optimized to facilitate the above, including the collection, analysis and reporting of gender-disaggregated data. These optimizations will be aligned with the ongoing development of GPTF's financial management systems.

Outcome 2.3: GPTF effectively capitalized and operational as a sustainable financing mechanism for the PAN.

This outcome represents a cornerstone of the project's strategy for long-term financial sustainability. By utilizing a portion of the GEF funding for further capitalizing and operationalizing the GPTF for Namibia's Protected Area Network (PAN), this outcome aims to enhance a dedicated financial mechanism that can provide a reliable and sustained source of funding for the effective management and safeguarding of protected areas in line with PA management plans in the years to come. This will involve ensuring that the enhanced GPTF meets the necessary standards, developing and implementing a robust fundraising strategy, securing additional capital for its long-term financial reserves, and establishing clear operational guidelines for its utilization in supporting PAN management. This outcome is a direct continuation and culmination of the GPTF enhancement efforts under Component 1, also strongly building on the work of the KfW Sustainable Financing Mechanisms Project (SFP) which focuses on complementary aspects of GPTF enhancement and has already committed bridging finance. The GEF project will differentiate itself by actively pursuing the *capitalization* of the GPTF's long-term financial reserves, specifically aiming to establish an endowment fund within the GPTF, and establishing the operational manual for fund utilization, directly building on the KfW SFP's work on GPTF enhancement and bridging finance. While KfW has provided bridging finance to cover operational gaps, the GEF contribution is catalytic, aimed at building permanent financial sustainability through the GPTF's long-term reserves, critically, through initial capital investment to set up an endowment fund.

Output 2.3.1: GPTF capitalized with long-term financial reserves to support effective PAN management.

Description: This output is crucial for establishing the GPTF as a stable, long-term financing mechanism. It directly builds on the institutional strengthening undertaken in Outcome 1.3 and the KfW SFP, specifically ensuring the GPTF meets Conservation Trust Fund (CTF) standards before capitalization. The PMU, in collaboration with the GPTF board and a fundraising consultant, will develop and execute a fundraising strategy. This will involve identifying potential sources of capital (e.g., government allocations, international donors, private philanthropy, revenues from new financial mechanisms) and securing commitments. This activity will run from Q1, Year 3 to Q4, Year 5 (tentative - to be reviewed in inception phase). The project will also actively engage with the Environmental Investment Fund (EIF), which has indicated interest in allocating environmental fees from green hydrogen projects towards capitalizing the GPTF. This output directly supports and builds on the KfW SFP's objective related to 'Funding sources to sustain the ongoing costs of protected areas have been developed' by providing actual capitalization. The capitalisation is intended to be of an endowment fund structure which will then be used both to create an initial investment portfolio as well as to leverage new revenue streams, public, private and blended.

Activities:

- 2.3.1.1 The fund administrator/CTF is assessed to have strong governance arrangements, as reflected in legal instruments, including: bylaws, articles of incorporation (or their equivalent), and operations manuals, as well as donor financing agreements, conflicts of interest policies, and investment policies. Governance arrangements are assumed to be strong if they comply with the Conservation Finance Alliance's Practice Standards for Conservation Trust Funds. Critical, non-negotiable characteristics include: independence from government (i.e., a Board of Directors with a non-governmental majority) and a quorum provision that ensures that the non-governmental character of fund operations is preserved in decision-making. Directors should be selected on the basis of their qualifications to perform the role. This activity will be verified as a pre-condition for GEF capitalization funds, leveraging the extensive institutional reform work under KfW SFP and GEF Component 1.
- 2.3.1.2 WWF GEF and GEF Secretariat safeguards standards and policies are reflected in the governing instruments of the fund administrator / CTF (this should include mentions to all applicable safeguards activities, such as Environmental and Social Safeguards (ESS) screenings at the project level; embedding of ESS management and oversight procedures within the trust manager for each country; development of management plans as needed; and stakeholder engagement, among others). These standards and procedures should be observed for as long as the fund remains in operation, even after this GEF project has ended. This will ensure that all funds administered by the GPTF, beyond just the GEF contribution, adhere to these standards.
- 2.3.1.3 Develop a fundraising strategy for the long-term capitalization of the GPTF, targeting potential sources (such as government allocations, international donors, and revenue from new financial mechanisms).
- 2.3.1.4 Conduct fundraising activities to further capitalize the GPTF, leveraging from the GEF commitment, securing commitments from various funding sources, and reporting on fundraising efforts.
- 2.3.1.5 Terms for an internationally recognized asset manager will be developed, contracted per an approved competitive tender process, implemented under Output 2.3.2.
- 2.3.1.6 The CTF/fund administrators will clear a due diligence review administered by the WWF GEF Agency.
- 2.3.1.7 A staffing plan for the fund administrator/CTF is put in place, with received WWF GEF Agency no objection. The staffing plan should provide for a permanent safeguards position to ensure compliance to WWF GEF Agency and GEF Secretariat standards and procedures concerning safeguards. This capacity should remain in place on a permanent basis, even after the close of the GEF project, to ensure adherence to international good practices.
- 2.3.1.8 Screening process to determine appropriate capitalization levels for the GPTF's long-term financial reserves, ensuring its viability and ability to meet the state-run PAN's financial needs. This activity will define the targets for the endowment or sinking fund components.
- 2.3.1.9 Develop and operationalize a revenue generation framework for funding from ivory stock piles, based on the principle of sustainable use and in alignment with international conventions and national policies. This

framework is a specialized financial mechanism distinct from the broader innovative finance solutions identified under Component 1, and will be developed and implemented in close coordination with relevant authorities and international partners.

- 2.3.1.10 Strategies and operations manuals describing how funds will be used are in place, and have received WWF GEF Agency no objection. The operations manual should include descriptions of eligible expenditures, eligible grantees, disbursement procedures, inter alia. This manual will guide the utilization of the capitalized funds in line with the overall PA management plans, which outline specific conservation outcomes, activities, impacts, and areas to be financed.
- 2.3.1.11 Management Effectiveness Tracking Tool (METT) baselines have been completed and id needed, updated, for all eligible beneficiary sites.
- 2.3.1.12 Contributions from other donors (in line with the commitments at single close and in the financial models) disbursed to the CTFs / fund administrators in both geographies.

Output 2.3.2: Asset managers appointed for GPTF, with capital invested and generating returns.

Description: This output focuses on the professional management of the GPTF's long-term financial reserves. The GPTF board, with technical support from the PMU and financial advisors, will lead a competitive bidding process to appoint qualified asset managers. This activity will primarily occur in Year 3 (tentative - to be reviewed in inception phase). The asset managers will then develop and implement an investment strategy to generate sustainable returns, which will be monitored by the GPTF board. This ensures that the mobilized capital is managed prudently and generates ongoing income for the PAN.

Activities:

- 2.3.2.1 Appoint qualified asset managers to manage the GPTF's long-term financial reserves through a competitive bidding process, ensuring gender equity in the selection process.
- 2.3.2.2 Develop an investment strategy for the GPTF's long-term financial reserves (considering risk tolerance, return expectations, and ethical investment guidelines).
- 2.3.2.3 Invest the fund's capital according to the approved investment strategy, monitoring and reporting on investments.
- 2.3.2.4 Monitor performance and make adjustments as needed.

Output 2.3.3: GPTF operational manual with modalities and target indicators for PAN fund utilization developed and implemented.

Description:

This output ensures that the capitalized GPTF effectively and transparently disburses funds for on-the-ground PAN management. The GPTF, with support from the PMU and a financial management consultant, will develop and implement an operational manual. This manual will outline clear disbursement mechanisms, application procedures, and approval processes for fund utilization, aligning with the GPTF's mandate and enhanced capacities. This will begin in Q4, Year 3 (tentative - to be reviewed in inception phase) and be fully operational by Q2, Year 4 (tentative). This operational manual is a procedural document. The strategic allocation of funds will be directly informed by and linked to the existing state-run PAN management plans and any updated national conservation strategies or business plans developed by MEFT (e.g., under Component 1, which develops a compelling business case for investment in PAN management). This ensures that fund utilization is aligned with clear conservation milestones and priorities. This output directly complements the KfW SFP's 'Output 3: GPTF funds are used in a transparent, efficient, and sustainable manner by the park management of the protected areas' by providing the detailed operational guidelines for fund utilization that enable the transparent and effective channelling of resources to implement those conservation plans.

Activities:

- 2.3.3.1 Develop and implement clear operational modalities for the GPTF's long-term financial reserves (including disbursement mechanisms, application procedures, and approval processes), ensuring transparency, accountability, and gender responsiveness in fund disbursement. These modalities will specifically reference the existing Protected Area (PA) management plans and/or identified national conservation strategies for guiding investment.

- 2.3.3.2 Formulate and monitor measurable target indicators to track how the GPTF's long-term financial reserves are being utilized to improve state-run PAN management on the ground (e.g., ranger patrols, infrastructure maintenance, anti-poaching efforts), including gender-specific indicators and data collection methods to assess differential impacts on women and men. These indicators will directly reflect progress against the conservation outcomes and activities outlined in the PA management plans and relevant national conservation strategies.
- 2.3.3.3 Regularly monitor and evaluate the performance of GPTF funds (tracking progress against the target indicators and making adjustments to the modalities as needed).
- 2.3.3.4 Report on the GPTF's operations and impact to stakeholders, including donors, government agencies, and the public, using gender-sensitive communication and reporting, and highlighting gender-equitable achievements and challenges.

<u>Component 3: Knowledge Management</u>

Outcome 3.1 - Documentation, analysis and sharing of lessons and best practices to aid in replication, scaling and adaptive management

This component directly supports the long-term sustainability of financial mechanisms and management effectiveness by ensuring that lessons learned are captured, shared, and utilized for continuous improvement. This component complements both the KfW SFP by providing the necessary knowledge management infrastructure, ensuring that the financial and institutional reforms are continuously informed and optimized. The GEF project will differentiate itself by establishing a robust knowledge management plan for ongoing lessons, providing a holistic learning framework for the entire initiative.

Output 3.1.1: A robust Knowledge Management plan, providing ongoing lessons to PMU and partners.

Description: This output focuses on the systematic capture, analysis, and dissemination of knowledge generated by the project, ensuring that lessons learned are continuously fed back into project management and shared with partners. The PMU, with the support of a knowledge management specialist, will establish a central repository for project documents, facilitate knowledge-sharing platforms, and develop guidelines for protecting traditional knowledge. This activity will be ongoing throughout the project, starting from Q1, Year 1 (tentative - to be reviewed in inception phase). The integration of gender considerations into knowledge management practices will ensure that the experiences and knowledge of women and marginalized groups are recognized and valued. This output directly supports the adaptive management approach and will facilitate the sharing of best practices with the KfW SFP and other relevant initiatives.

Activities:

- 3.1.1.1 Establish a central repository for storing and organizing all project-related documents, financial reports, feasibility studies, policy documents, and lessons learned, ensuring that knowledge is accessible to all stakeholders, including women and marginalized groups.
- 3.1.1.2 Develop guidelines to protect the rights of, educate and enhance the knowledge of local communities adjacent to native and indigenous biological or genetic resources, ensuring that gender considerations are integrated into these guidelines and that traditional knowledge of women is recognized and valued.
- 3.1.1.3 Utilize knowledge-sharing platforms dedicated to conservation finance to facilitate the exchange of information and best practices among practitioners and stakeholders, ensuring that these platforms are accessible and inclusive, and that they promote gender-equitable knowledge sharing.
- 3.1.1.4 Implement data management best practices specifically tailored for conservation projects, ensuring the integrity and accessibility of financial and operational data, and that data is managed in a gender-sensitive manner, with protocols to protect data privacy and security.

- 3.1.1.5 Adopt best practices for financial knowledge management within the MEFT and associated entities, enhancing their capacity in this area, and ensuring that financial knowledge management systems are gender-responsive.
- 3.1.1.6 Disseminate financial data and performance metrics related to the PAN's management among all stakeholders, promoting transparency and accountability, and ensuring that data is presented in a gender-sensitive and accessible format.

Project Monitoring & Evaluation

M&E Outcome 1. M&E designed and implemented to support on-time reporting, learning and adaptive management of the project

The project will establish a robust Monitoring and Evaluation (M&E) framework for the entire project, ensuring that its progress and impact are effectively tracked, assessed, and communicated. By emphasizing transparency, participation, and the sharing of findings with key stakeholders, the project will foster an adaptive management approach, where lessons learned from the M&E process are used to inform project management decisions and ensure the achievement of program results, including those related to gender equality. This will directly support the overarching objectives of both the GEF project and the KfW SFP by providing a framework for rigorous tracking of progress and adaptive management, ensuring that both financial mobilization and institutional strengthening efforts are continually optimized. The GEF project will differentiate itself by developing and implementing a comprehensive M&E framework that not only tracks project progress but also integrates gender-specific indicators and utilizes annual reflection workshops for adaptive management, ensuring a learning-oriented approach.

- M&E Output 1. Prepare regular project progress reports, midterm evaluation reports, and a terminal evaluation report, analysing M&E data and highlighting key findings, including gender-disaggregated data and analysis of gender-related outcomes.

- M&E Output 2. Organize annual reflection workshops with key stakeholders to share M&E findings, discuss progress, identify challenges, and adapt project strategies as needed, ensuring inclusive participation of women and marginalized groups, and that safeguarding measures are in place during workshops.

B.3 Incremental Value

The project will build upon the existing baseline, where the Protected Area Network (PAN) faces significant threats due to insufficient domestic financial resources, a misalignment between its economic value and fund allocation, and a lack of effective operational management that meets global standards. This also requires management reform of the institutions responsible for the PAN. The PAN has an estimated annual operational funding deficit of USD 5.7 million (NAD 103 million), which represents a 31% gap in the MEFT's annual budget.

Approximately 90% of the current budget is allocated to staff salaries, leaving insufficient resources for essential operations. This shortfall means there are limited funds for implementing management plans, preventing wildlife crime, maintaining infrastructure, and conducting monitoring and research. Furthermore, the average score for management effectiveness in protected areas with less or no external funding is 48%, indicating basic management with significant deficiencies. The project's approach to increasing predictable and diversified financing will address these challenges by providing financial resources for the implementation of PA management plans. This will include activities such as anti-poaching measures, maintenance of firebreaks, roads, and waterholes, human-wildlife conflict mitigation, general park administration, and the establishment of a fund management system for budgeting activities.

The GEF intervention is designed to deliver a wide array of measurable **global environmental benefits and significant socio-economic impacts**, moving far beyond the baseline scenario of degradation and underperformance. The project will generate global environmental benefits by improving the management effectiveness of Namibia's Protected Area Network (PAN) through addressing the financial barriers hindering effective management. This will contribute to the conservation of globally significant biodiversity, including endemic species and unique ecosystems. The project's interventions are expected to lead to improved protection of key habitats, reduced threats to species, and enhanced ecosystem resilience. Without the GEF project, the PAN would continue to suffer from underfunding, resulting in further biodiversity loss, ecological degradation, and a decline in ecosystem services. The GEF funding enables systemic changes and innovative financial solutions that would not be possible under a business-as-usual scenario. The project aims to safeguard 13.9 million hectares of invaluable ecosystems within Namibia's PAN. Through enhanced PAN management and increased resource allocation, a key anticipated outcome is the stabilization or increase of populations of globally significant species, including black and white rhinoceros and elephants, by the end of the project. This indicates improved protection against threats such as wildlife crime, which currently destabilizes these populations.

Enhanced Ecosystem Resilience and Vital Ecosystem Services: Well-managed Protected Areas contribute directly to enhanced ecosystem resilience and the sustained provision of vital ecosystem services. Namibia's PAs, covering 17% of the land surface, function as massive net carbon sinks. Effective management, including improved wildfire management in accordance with PA plans and prevention of overgrazing that leads to bush encroachment and desertification, will significantly enhance carbon sequestration capabilities. Furthermore, improved management supports landscape connectivity and maintains crucial wildlife corridors and migratory routes, which are essential for climate change adaptation and maintaining ecological processes.

Improved Livelihoods for Local Communities: The project is expected to bring substantial benefits to approximately 770,000 people living in or adjacent to PAs, including those in 29 communal conservancies. Improved PA management will directly lead to increased income and diversified livelihood opportunities stemming from enhanced nature-based tourism, sustainable nature-based value chains, and biodiversity-related job creation. The project will also significantly improve human-wildlife conflict (HWC) management and foster better liaison between PAs and neighbouring communities, directly addressing a critical challenge for local populations. A deliberate emphasis is placed on ensuring that poorer households benefit from these new income and livelihood opportunities, contributing to poverty alleviation and enhancing traditional Namibian culture by safeguarding culturally significant areas.

Strengthened Institutional Capacities and Improved Governance: The project will substantially strengthen institutional capacities within MEFT and the GPTF, aligning them with international best practices in governance, financial management, and resource mobilization. This includes fostering greater transparency, accountability, predictability, and efficiency in the management of public resources allocated for conservation. The enhancement of the GPTF to meet global CTF standards will transform it into a more attractive, reliable, and effective mechanism for sustainable finance, capable of attracting broader and more substantial funding streams.

Alignment with Global Biodiversity Targets: The project is fully aligned with GEF-8 programming strategies, particularly within the biodiversity focal area. It directly contributes to the ambitious targets of the Kunming-Montreal Global Biodiversity Framework (KM-GBF), specifically Target 3, which aims to ensure that at least 30% of terrestrial, inland water, coastal, and marine areas are effectively conserved and managed by 2030. The project's national approach and its emphasis on landscape-level conservation efforts will significantly contribute to Namibia's achievement of this critical global target.

Knowledge Generation, Capture, and Sharing. The project will utilize and generate knowledge to improve PAN management by drawing on existing initiatives such as the KfW/MEFT's "Sustainable Financing Project", Namibia's laws, policies, strategies, and management plans, and the established network of civil society partnerships. New knowledge will be captured through monitoring and evaluation activities, research studies, and documentation of best practices. Lessons learned will be integrated into the CBNRM program. Knowledge will be shared through reports, publications, workshops, and online platforms. This knowledge generation will be supported by a robust knowledge management plan providing ongoing lessons to the Project Management Unit (PMU) and partners.

Policy Improvements and Coherence. This project will improve and develop national policies and strategies related to protected area management and sustainable financing. It will contribute to an improved alignment of existing policies, particularly concerning environmental protection and economic development. By establishing frameworks and policies for issues such as biodiversity offsetting, the project will enhance policy coherence and create a more enabling environment for sustainable development.

Stakeholder Engagement and Benefits. Relevant stakeholders have been engaged in the project design, and their continued involvement is crucial for project implementation and sustainability. Key stakeholders include the MEFT, various government ministries, statutory bodies, NGOs, private sector entities, and local community organizations. Their respective roles and contributions are outlined in the stakeholder engagement plan. Stakeholder engagement will be conducted in a way to ensure participation of men and women, considering constraints for women's participation, such as those related to their heavy domestic responsibilities, as well as any other marginalized groups such as the elderly, young or other minorities including, but not limited to, indigenous populations. The project will generate co-benefits that enhance the well-being of local communities and contribute to the enduring nature of global environmental benefits. For example, the project will enhance the management of tourism and hunting concessions that benefit communities of indigenous people that wholly depend on PAs and reside within them. It will also benefit (indirectly) the approximately 227,941 rural people living within and reliant on communal conservancies and community forests neighbouring PAs. By improving the financial sustainability of the PAN, the project will enable the continued provision of ecosystem services that support local livelihoods, such as water regulation, pollination, and cultural heritage. Sustainable tourism initiatives and other income-generating activities within protected areas will provide economic opportunities for local communities, creating incentives for conservation and reducing reliance on unsustainable practices.

The private sector will play a significant role in this project, contributing to both financial mobilization and technical expertise. Key private sector stakeholders identified include the Hospitality Association of Namibia (HAN), Tours and Safari Association of Namibia (TASA), PA Tourism Concessionaires, Chamber of Mines of Namibia, Namibian Chamber of Environment, and the Sustainable Finance Coalition. Their involvement is crucial for:

- **Resource Mobilization:** Leveraging new investment through innovative financial mechanisms like biodiversity credits and wildlife bonds. The project will explore how companies driving net-zero emissions and positive biodiversity impacts can contribute financially.
- **Policy Development:** Providing input on a Biodiversity Offset Policy Framework to manage environmental impacts from economic development, particularly from extractive industries.
- **Operational Efficiency:** Optimizing income generation and management across the PAN, for instance, by improving revenue generation from Namibia Wildlife Resorts (NWR) facilities.
- **Technical Assistance:** Offering expertise in areas like financial structuring and market analysis to support the design and implementation of new financial solutions.

Capacity Enhancement. The project's success relies on enhancing human, institutional, and technical capacities at national and local levels. Capacity enhancement will involve institutional reforms within MEFT, focusing on financial management and fundraising. This includes training in financial planning, grant writing, partnership development, and sustainable tourism management. Improved financial management systems and increased transparency will build trust with donors and investors. Specifically, this capacity enhancement will be delivered through the following outputs:

- **Output 1.2.1:** Data-driven forestry decision-making tools implemented for improved national forest inventories and economic valuation of forest resources. This includes a gender-balanced comprehensive training program for the Directorate of Forestry in forest inventory techniques, data analysis, economic valuation of forest resources, and sustainable finance.
- **Output 1.3.1:** GPTF structure and operations enhanced to meet global Conservation Trust Fund (CTF) standards. This involves providing gender-responsive training and capacity building to GPTF staff and board members on new governance, financial management, and operational procedures.
- **Output 1.3.2:** GPTF budget allocation and financial management system developed and implemented with improved financial gap analysis. This includes training in line with international best practices for budgeting, accounting, financial reporting, and auditing.
- **Output 2.1.1:** Institutional reform for enhanced GPTF revenue generation implemented. This includes training and capacity building for staff on new institutional arrangements, roles, and responsibilities.
- **Output 2.3.1:** GPTF capitalized with long-term financial reserves to support effective PAN management. This requires ensuring the reformed GPTF meets CTF standards, which involves building staff capacity.
- **Output 3.1.1:** Project M&E informs project management; M&E reports, including project progress reports, midterm evaluation & terminal evaluation completed; Annual reflection workshops, between main stakeholders, held. This includes a comprehensive training program for the Directorate of Forestry to enhance capacity in forest inventory techniques, data analysis, economic valuation of forest resources, and sustainable finance.

Transformative and Innovative Aspects. The project will foster transformative change by shifting Namibia's Protected Area Network (PAN) financial model towards a new model that incorporates a diversity of sustainable financial solutions linked to management improvement. This will be achieved through:

- **Component 1:** Creating enabling conditions for long-term financial sustainability and effective management of the PAN, which includes strengthening the Game Product Trust Fund (GPTF) and developing diverse financial solutions.
- **Component 2:** Mobilizing diverse financial resources, including designing new revenue generation tools and further capitalizing the GPTF with an endowment fund to provide a stable, long-term financing base. This involves implementing institutional reforms and new financial solutions. This component will foster direct partnerships with private sector entities, financial institutions, and investors to design and implement sustainable financial solutions, thereby reducing reliance on unpredictable donor funding and creating a more resilient financial foundation for conservation.
- **Component 3:** Improving monitoring and evaluation (M&E) and knowledge management systems to enhance institutional efficiency.

This approach will create a more resilient and diversified funding base for PAN management, reducing reliance on government funding.

Replication and Scale. Scaling up the project's impact will be achieved through the replication and broader adoption of effective on-the-ground solutions, particularly those that demonstrate successful models for sustainable financing and improved protected area management, and which may be financed through the enhanced Game Product Trust Fund (GPTF). This will involve:

- **Replication and adoption of successful pilot initiatives:** Successful pilot initiatives in revenue generation or efficient resource allocation can be adapted and expanded to other protected areas across the PAN.
- **Further capitalization of the GPTF:** The further capitalization of the GPTF and its long-term financial reserves in the form of an endowment fund will provide a sustainable source of funding for PAN management, ensuring sustained impact beyond the project's lifetime. This includes strengthening the GPTF's capacity to meet international Conservation Trust Fund (CTF) standards.
- **Development and implementation of new financial solutions:** The project will design and implement new sustainable financial solutions, such as biodiversity credits or wildlife bonds as new and additional sources of revenue for the PAN.
- **Knowledge management and learning:** The project's knowledge management and learning component will facilitate the sharing of best practices and lessons learned, promoting wider adoption of the project's approaches. This includes establishing a robust monitoring and evaluation framework and a knowledge management plan.

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[1] This activity, including the gap analysis, will be led by the GEF project, leveraging the foundational work undertaken by the KfW Sustainable Financing Mechanisms Project (SFP) in making the GPTF compliant with core CTF standards. The KfW SFP focuses on establishing the core requirements of the CTF standards, while the GEF project will build upon this by ensuring the GPTF not only meets these core requirements but also fully integrates best practices, with a specific focus on gender equity, in its governance, financial management, and resource mobilization. The final breakdown of activities and funding between the GEF and KfW projects will be determined at the PSC level during annual work planning and a technical inception workshop.

[2] This plan will explicitly draw upon the comprehensive economic valuation of Namibia's PAN and the strategic feasibility assessment of sustainable financial solutions completed under Component 1 of the GEF project. Furthermore, it will integrate the improved financial gap analysis, which is a joint effort with the KfW SFP where KfW focuses on establishing the foundational system, and the GEF on its robustness and gender-equity. The financial sustainability plan will also incorporate findings from ongoing 'FIND' reviews and other assessments, ensuring a holistic and evidence-based approach to resource mobilisation and long-term financial viability for the Protected Area Network. The precise coordination and division of labour between GEF and KfW efforts in developing and implementing this plan will be finalised during annual work planning and a technical inception workshop, recognising the dynamic nature of PAN management and co-occurring projects.

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[1] These narratives are designed to help project designers think broadly about potential future conditions, rather than focusing on a single, most likely scenario, and to identify response options that are robust across various plausible futures. The narratives are meant to be qualitative, plausible, and exploratory, focusing on key system drivers that are largely beyond the direct influence of the GEF investment. The development of these narratives follows STAP guidance, focusing on five key steps: 1) defining the focal question and system bounds, 2) identifying key system drivers, 3) deciding on priority drivers and structuring the narratives, 4) describing each narrative, and 5) assessing implications for project design.

https://worldwildlifefund-my.sharepoint.com/personal/brianna_weck_wwfus_org/Documents/Downloads/18-JUNE-2025%20GEF%2011523%20CEO%20ER%20NAMIBIA%20FINANCING4FUTURE.docx - _ftnref2

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[2] The central purpose of these narratives is to ensure that the chosen project response options are *robust* – meaning they work reasonably well across all plausible futures, rather than being optimized for one future but failing in others. This assessment informs the design of the project's interventions, particularly at the early PIF stage, to avoid locking in maladaptive responses. The project's overall approach, aiming to ensure long-term financial sustainability for effective management and safeguarding of Namibia's PAN, is designed to be relevant across all these future scenarios. By explicitly considering these diverse and plausible futures, the project design ensures that the proposed interventions are not fragile to unexpected changes but are instead robust and flexible enough to deliver enduring global environmental benefits under various external conditions. The continuous monitoring and adaptive management framework embedded in the project will allow for necessary adjustments as the future unfolds.