GBFF CEO ENDORSEMENT REQUEST

Reimagining National Parks for People and Nature – Leveraging Durable Financing Mechanisms for Mega Living Landscapes (MLL) to achieve Target 3 in South Africa. (GEF ID: 11588)

TABLE OF CONTENTS

GENERAL PROJECT INFORMATION

Project Title:	Reimagining National Parks for People and Nature – Leveraging Durable Financing Mechanisms for Mega Living Landscapes (MLL) to achieve Target 3 in South Africa.		
Region:		GEF Project ID:	11588
Country(ies):	South Africa		
GEF Agency(ies):	WWF-US	GEF Agency Project ID:	G0059
Project Executing Entity(s) and Type:	SANParks	Government	
GEF Focal Area(s):	Biodiversity	Submission Date:	8 February 2024
Type of Trust Fund:	GBFF	Project Duration (Months)	72
GEF Project Grant: *(a)*	4,037,812	GEF Project Non-Grant *(b)*	0
Agency Fee(s) Grant: *(c)*	399,344	Agency Fee(s) Non-Grant: *(d)*	0
Total GEF Financing: *(a+b+c+d)*	4,437,156	Total Co-financing:	0
PPG Amount *(e):*	150,000	PPG Agency Fee(s) *(f)*:	13,500
Total GEF Resources (a+b+c+d+e+f)	5,000,000		
Project Tags:	☒ Support to IPLCs ☐ Blended finance Contributions to the implementation of: ☐ GBF Target 1 ☐ GBF Target 2 ☒ GBF Target 3 ☐ GBF Target 4 ☐ GBF Target 5 ☐ GBF Target 6 ☐ GBF Target 7 ☐ GBF Target 8 ☐ GBF Target 9 ☐ GBF Target 10 ☐ GBF Target 11 ☐ ☐ GBF Target 12 ☐ GBF Target 13 ☐ GBF Target 14 ☐ GBF Target 15 ☐ GBF Target 16 ☐ GBF Target 17 ☒ GBF Target 18 ☒ GBF Target 19 ☐ GBF Target 20 ☐ GBF Target 21 ☒ GBF Target 22 ☒ GBF Target 23		
Rio Markers**			
- Climate Change Mitigation	☒ No Contribution (0) ☐ Significant Objective (1) ☐ Principal Objective (2)		
- Climate Change Adaptation	☒ No Contribution (0) ☐ Significant Objective (1) ☐ Principal Objective (2)		
- Biodiversity	☐ No Contribution (0) ☐ Significant Objective (1) ☒ Principal Objective (2)		
- Land Degradation	☒ No Contribution (0) ☐ Significant Objective (1) ☐ Principal Objective (2)		

Project Summary
Instructions / guidelines from template: Provide a brief summary description of the project (max. 2,000 characters, approximately ½ page)The purpose of the summary is to provide a short, coherent summary for readers, including: (i) the problem and issues to be addressed (ii) the project objectives, iii) how they will be achieved (i.e. approach to deliver on objectives), and (iv) the expected outcomes (Global Biodiversity Benefits and other key expected results).

South Africa's socio-economic and environmental challenges are deeply intertwined, posing significant threats to its biodiversity. Mega Living Landscapes (MLLs), a core pillar of the South African National Parks' Vision 2040, offer a strategic intervention to address these complexities, operating at scale, engaging multiple stakeholders, and employing an "all-of-society" approach to co-create sustainable solutions.

This GBFF project will assist in breaking a key barrier blocking the implementation of the Vision 2040 – the lack of **sufficient and predicable financing** over the long term for the establishment and management of MLLs. The GBFF-financed project aims to catalyze transformative change by establishing a social license for MLLs, fostering collaborative efforts to secure durable financial mechanisms, and unlocking the biodiversity sector's potential for socio-economic transformation in ecotourism, sustainable agriculture, wildlife, and ecological restoration. The project will empower local communities in the three identified MLLs to drive entrepreneurial ventures and access socio-economic benefits while expanding and improving the Protected Area Network and conserved areas.

Through these interconnected efforts, this GBFF-financed project on durable financing aims to create a sustainable and resilient future for South Africa's biodiversity and local communities.

The project will deliver results against Core Indicator 1.1: 50,000 ha of Terrestrial Protected Areas newly created; Core Indicator 1.2: 892,750 ha of Terrestrial Protected Areas under improved management effectiveness; Core indicator 4.1, with an estimated 40,000 ha of communal and private lands outside of the PAs, in connectivity areas, under improved management; and Core Indicator 11, with an estimated 27,465 (40% men, 60% women) people directly benefiting from GEF-financed investments, the majority of which are IP&LCs.

Project Description Overview

The Table below (referred to as Table B) indicates the strategic project components, outcomes (results), project outputs and indicative funds required. A narrative explanation follows the Theory of Change diagram provided later in the document.

Table 1: Project Objective, Components, Outcome and Outputs

Project Objective:	Develop and implement durable financial mechanisms to enhance and sustain the effective functioning of three Mega Living Landscapes (MLLs) in South Africa.					
Project Components	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in $) GEF Project Financing	No co-F
1. Enabling conditions for durable financial mechanisms to effectively establish & manage three of SA's MLLs	TA	1.1 SANParks has increased capabilities to mobilise and disburse increased revenue for the 3 MLLs.	1.1.1 Options study reviews current architecture of SANParks to mobilise & implement financial resources for the MLLs (focused on the 3 but relevant to the 8) and proposes improvements, including how to increase required capabilities. 1.1.2 Integrated long-term financial planning to deliver the 3 MLLs developed & utilized. This will include development of an Investment Framework & high level long term forecast model for the 3 MLLs, and a detailed SANParks Funding Strategy for MLLs, with detailed forecast model linked to Budgets.	GBFF	1,245,622	
		1.2 Suite of durable financial mechanisms for the 3 MLLs developed & approved by SANParks.	1.2.1 Identification and feasibility study of a suite of durable finance mechanisms. 1.2.2 At least two of the above mechanisms per each of the 3 MLL developed into detailed implementation plans, including explicitly showing how benefits will accrue to IP&LCs.			

2. Resources mobilised and activities on the ground.	TA	2.1 Enhanced resource mobilization & domestic capabilities secure sustainable financing resources for the 3 MLLs. 2.2 PAs declared, PAs with increased management effectiveness, & improved management to benefit biodiversity outside of PAs.	2.1.1 Implementation of at least two of the financial mechanisms per MLL under 1.1.1/2. 2.1.2 Capabilities programme: Improvements in capabilities to use forecast modelling, to develop financial plans & funding strategies and raise & disburse financial resources approved and implemented by SANParks & MLL management teams. 2.2.1 Technical support to consult, identify, assess, and prepare legal & technical documentation required for declaration of PAs and addition of conservation areas. 2.2.2 Effective management of existing PAs increased by new systems, TA and training for sufficient budget, security of budget and management of budget.	GBFF	1,554,610	
3. Increased IP&LCs participation in the 3 MLLs.	TA	3.1 Increased engagement of IP&LCs for improved participation & stewardship in the 3 MLLs. 3.2 Increase IP&LCs socio-economic benefits and resilience	3.1.1 Skills development and SMME incubation support for IP&LCs to be active participants in & beneficiaries of MLLS. 3.2.1 Portfolio of inclusive and sustainable socio-economic development initiatives developed and implemented, creating MLL-based opportunities for local community enterprises, and livelihoods upliftment, with focus on women-led and youth-led initiatives.	GBFF	1,281,954	

		through and from the 3 MLLs.				
4. Project Monitoring & Evaluation and Knowledge Management	TA	4.1 Effective project M&E and Knowledge Management.	4.1.1 Project monitoring including independent mid-term and terminal evaluation. 4.1.2. Knowledge management products & activities delivered.	GBFF	143,677	
Subtotal				GBFF	4,225,863	
Project Management Cost (PMC) (if this is an MTF project, please report separate PMC lines for each TF). ***If amount requested is above limits, a pop-up menu should open for the Agency to provide an explanation***				GBFF	211,293	
Total Project Cost					4,437,156	

PROJECT OUTLINE

A.   CHANGES COMPARED TO PPG REQUEST

Instructions: Please describe and justify any major changes to the project design, including to elements put forward in the PPG request to meet the following GEF selection criteria:

The detailed design process of this project has enriched and strengthened the project significantly. The response by stakeholders has been overwhelmingly positive. This project enjoys the backing of SANParks Board and Executives, the applicable provincial conservation agencies and key NGOs and private sector bodies operating in the three MLLs. This project is fully aligned with the sister GEF8 project, which strengthens it considerably.

None of the changes to this project between the PPG Request stage and this document have affected:

- The project's ability to generate global environmental benefits which remains positive.
- Alignment of the project with key national instruments such as the National Biodiversity Strategies and Action Plans and SANParks Vision2040.
- The level of policy coherence and coordination across multiple ministries, agencies, the private sector, and civil society that the project aims to support.
- The project's ability to mobilize resources of the private sector and philanthropies', which remain high.
- The ability of the project to engage with and provide support to IP&LCs, which remains central to the ability of the project to achieve its objective.

The strategy behind the Theory of Change and its Table B (components, outcomes and outputs) were found to be robust and relevant. Slight editorial changes were made to the Project Objective. No fundamental changes were made to the Components or Outcomes, expect for some wordsmithing to make them clearer and more succinct. The Output level changed to align with the detailed strategy and activities that emerged from stakeholder engagement during project design. These were essentially about aligning the output around the strategic interventions and activities identified as essential for attaining the project objective. The Output level changes are provided in the Table below.

Table 2: Changes compared to PPG Request

Component & Outcome	Outputs PPG REQUEST	Outputs Now	Explanation
Component 1 Outcome 1.2 SANParks has increased capabilities to mobilise and disburse increased revenue for MLLs.	1.2.1 Options study reviews current architecture of SANParks to mobilise & implement financial resources for MLLs and proposes improvements, including how to increase required capabilities. 1.2.2 Improvements in capabilities approved by SANParks and DFFE and steps towards implementation begins.	Outcome 1.1 1.1.1 Options study reviews current architecture of SANParks to mobilise & implement financial resources for MLLs and proposes improvements, including how to increase required capabilities. 1.1.2 Integrated planning, long term (20 years) forecast model & rolling three-year Financing Plan to deliver the MLL developed & utilized.	The PPG REQUEST 1.2.1 was were retained but the order and numbering changed. The PPG REQUEST 1.2.2 was merged with PPG REQUEST 2.1.2 to become the enhanced 2.1.2 where all aspects of the capabilities program are reflected. The PPG REQUEST 2.1.2 (forecast modeling) was moved to become 1.2.2 as it logically occurs before the financial mechanisms under 2.1 are implemented.
Component 1 Outcome 1.1 Suite of durable financial mechanisms for MLLs developed & approved by SANParks.	1.1.1 Identification and feasibility study of a suite of durable finance mechanisms and CTFs. 1.1.2 Undertake a feasibility assessment for a Project Finance for Permanence (PFP) for MLLs. 1.1.3 At least two of the above mechanisms developed into detailed implementation plans, including explicitly showing how benefits will accrue to IP&LCs.	Component 1.2 1.2.1 Identification and feasibility study of a suite of durable finance mechanisms. 1.2.2 At least two of the above mechanisms per MLL developed into detailed implementation plans, including explicitly showing how benefits will accrue to IP&LCs.	The PPG Request 1.1.1 is retained but reference to CTFs is removed because CTFs aren't financial mechanisms but a legal entity that is used to facilitate the flow of funds & it is renumbered. PPG Request 1.1.2 becomes a linked activity as the PFP feasibility occurs via a partnership (as it is not funded by the GBFF).

Component & Outcome	Outputs PPG REQUEST	Outputs Now	Explanation
			Item 1.1.3 is retained as it was in the PPG Request but numbered 1.2.2.
Component 2 2.1 Enhanced resource mobilization & domestic capabilities secure sustainable financing resources for MLLs.	2.1.1 Implementation of at least two of the financial mechanisms under 1.1.1/2. 2.1.2 Long term (20 years) forecast model & rolling three-year Financing Plan to deliver the MLL developed & utilized. 2.1.3 Capacity building plan to ensure SANParks & MLL management team utilizes the forecast model as a financial management tool developed and implemented.	2.1.1 Implementation of at least two of the financial mechanisms per MLL under 1.1.1/3. 2.1.2 Capabilities program: Improvements in capabilities to use forecast modelling, to develop financial strategies and raise & disburse financial resources approved and implemented by SANParks & MLL management teams.	The PPG REQUEST 1.2.2 was merged with PPG REQUEST 2.1.2 to become the enhanced 2.1.2 where all aspects of the capabilities program are reflected. The PPG REQUEST 2.1.2 (forecast modelling) was moved to become 1.1.2 as it logically occurs before the financial mechanisms under 2.1 are implemented.
Component 2 2.2 New PAs declared & conservation areas added and effectively management as a result of increased revenue.	2.2.1 Technical support to consult, identify, assess, and prepare legal & technical documentation required for declaration of PAs and addition of conservation areas. 2.2.2 Effective management of existing PAs increased by new systems, TA and training for sufficient budget, security of budget and management of budget.	2.2.1 Technical support to consult, identify, assess, and prepare legal & technical documentation required for declaration of PAs and addition of conservation areas. 2.2.2 Effective management of existing PAs increased by new systems, TA and training for sufficient budget, security of budget and management of budget.	There is no change.
Component 3 3.1 Increased engagement of IP&LCs for improved participation & stewardship in MLLs.	3.1.1 Training and coaching for IPLCs empowers participation in MLL platforms, and their ability to effectively negotiate and lead stewardship agreements. 3.1.2 Technical assistance and operational support to ecorangers and IP&LCs for improved	3.1.1 Skills development and SMME incubation support for local communities to be active participants in & beneficiaries of MLLs.	The PPG REQUEST 3.1.1, is retained as 3.1.1 but the wording is clarified. The PPG REQUEST 3.2.1 has been moved under 3.2.2.

Component & Outcome	Outputs PPG REQUEST	Outputs Now	Explanation
	rangeland management in terms of stewardship agreements.		
Component 3 3.2 Increase IP&LCs socio-economic benefits and resilience through and from the MLLs.	3.2.1 Local enterprise & livelihood opportunities identified with IP&LCs 3.2.2. Medium-term business incubator support provided to build the capabilities of IP&LCs to take up opportunities identified in 3.2.1. 3.2.3 Market opportunities secured for IP&LC´s businesses identified in 3.2.1.	3.2.1 Portfolio of inclusive and sustainable socio-economic development initiatives developed and implemented, creating MLL-based opportunities for local community enterprises, and livelihoods upliftment, with focus on women-led and youth-led initiatives.	PPG REQUEST 3.2.1, 3.2.2 and 3.2.3 have been simplified into 1 output. that

B.   PROJECT RATIONALE

Instructions: 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).

B1 Background

South Africa (SA) is one of the 17 megadiverse countries, hosts most of the world's biodiversity and has large numbers of species found nowhere else. Yet, South Africa's pathway to sustainable development is still fraught with challenges. The country faces triple environmental threats, including biodiversity loss, impacts of climate change, and pollution. Compounding these are persistently high levels of unemployment, poverty, and inequality. According to a World Bank Report released in August 2024, South Africa is the most unequal country globally, with a Gini coefficient of 0,67. These socio-economic and environmental issues are intertwined, creating a complex web of challenges threatening the integrity of South Africa's rich biodiversity. Further, the lingering effects of past race-based land dispossession also continue to play a role, and this is illustrated by the ongoing low levels of meaningful participation by local communities in conservation efforts and gaining associated benefits. This further aggravates poverty and inequality, particularly in rural areas where most of South Africa's formal conservation estate is situated. Additionally, unsustainable production and consumption practices characteristic of South Africa's linear economic model also exacerbate biodiversity loss and ecosystem degradation, perpetuating a cycle of ecological and socio-economic decline.

Considering South Africa's precarious trajectory towards sustainable development, the National Department of Forestry, Fisheries, and Environment (DFFE) has strategically aligned its mandate with the National Development Plan's goals, which are to reduce unemployment, eradicate poverty, reduce inequality, and achieve a decent standard of living by 2030. The newly published White Paper on the Conservation and Sustainable Use of South Africa's Biodiversity thus aims to conserve the nation's rich biodiversity while promoting sustainable and equitable socio-economic development. It also emphasizes integrating environmental, social, and economic elements to ensure biodiversity conservation benefits current and future generations.

South Africa also committed to meeting global environmental objectives, particularly the Kunming – Montreal Global Biodiversity Frameworks'(GBF) mission to "take urgent action to halt and reverse the loss of biodiversity for the benefit of people and the planet" by 2030. The country will contribute to achieving its 30 x 30 target (GBF target 3), which requires that 13.35% of land and inland freshwater resources and 15.3% of its marine areas be added to the current conservation estate (refer to Table 3 below).

Table 3. The total contribution of protected areas in relation to the 30 x 30 targets.

	Protected Area	Conservation Area	Total % of SA	Gap to 30 %	
Land	9.9% 12 mil ha	6.65%	16.65%	13.35%	
Marine	5.4%	0	5.4%	25%	
Marine incld. PEI	14.7%	0	14.7%	15.3%	

In advancing its mandate and contributing to the national sustainable development agenda, as articulated in the National Development Plan, the Medium Term Development Plan, and the White Paper on Biodiversity, SANParks launched Vision 2040. This forward-looking strategy ushers in a paradigm shift, re-imagining a co-created future for conservation in South Africa, where people live in harmony with nature in Mega Living Landscapes. Here, nature is understood to be the bedrock of the economy. Vision 2040 calls for SANParks to facilitate harmonious relationships between societal needs, human well-being, and environmental management requirements.

To address these challenges, SANParks adopts a collaborative, partnership-driven, co-creation, and inclusive approach. This "all-of-society" approach entails harnessing support from the National Department of Forestry, Fisheries, and Environment (DFFE) and partnering with private sector entities, national and provincial authorities, local communities, NGOs, and other broader stakeholder groupings.

A core pillar of Vision 2040 is implementing the Mega Living Landscape (MLL) programme. This catalytic programme aims to break down barriers encompassing South Africa's complex environmental and social challenges. These include limited community participation and benefit-sharing from rich biodiversity, outdated conservation strategies, insufficient financial resources for conservation activities, and inadequate capacity for effective conservation management. These barriers collectively hinder the expansion of protected areas and sustainable economic development that benefits local communities. The MLL initiative will contribute to a dynamic, reimagined national conservation vision for South Africa that will become an integral part of the country's sustainable development and nature-positive economic future, resulting in thriving people and nature.

The current situation—marked by inadequate financing for managing and expanding conserved land and marginalising neighbouring communities' socio-economic and cultural interests—cannot continue. This will undermine South Africa's development goals, SANParks Vision 2040, and its contribution to global environmental commitments, particularly the GBF mission and targets.

The GBFF project, "Reimagining National Parks for People and Nature—Leveraging Durable Financing Mechanisms for Mega Living Landscapes (MLL) to achieve Target 3 in South Africa," GEF ID 11588, will be instrumental in breaking the financial barriers hindering the effective protection and conservation of biodiversity and inclusive, sustainable socio-economic development that benefits local communities.

SANParks has scientifically identified eight large areas in the country to catalyse the establishment of Mega Living Landscapes. These are defined as follows:

- **"Mega"**: Thinking at a larger scale.
- **"Living"**: People and nature coexist harmoniously.
- **"Landscape"**: Comprising diverse elements such as land and water, biodiversity, livelihoods, and heritage, integrated as parts of a whole.

Establishing the eight Mega Living Landscapes (MLLs) is a key strategy for achieving GBF Target 3 (dubbed "30 x 30"). The SANParks-led MLLs initiative aims to contribute an additional 12.3% (approximately 14 million hectares) to South Africa's land conservation targets.

This GBFF project will create enabling conditions for durable financing by developing landscape-level Investment Frameworks and securing long-term financing mechanisms in three MLLs: Greater Addo, Greater Kruger (Barberton/Makhonjwa), and the Eastern Grasslands. These MLLs are supported under GEF-8 financing (Reimagining National Parks, GEF ID 11347). The GBFF project funding will catalyse a more ambitious rollout of Vision 2040 by SANParks, significantly expanding the MLLs' spatial extent.

The durable financing component is not included in the scope of the GEF-8 project because its primary focus is establishing and building the institutional capacity and capabilities of the three MLLs. Synergistically, this GBFF project aims to bolster interventions that address the financing barrier within the three MLLs to deliver on GBFF Target 3 effectively. Thus, implementing this GBFF project will be coordinated and synergised with the sister project funded by the GEF-8, forming an integrated MLL initiative. While the GEF-8 project will focus on establishing the three MLLs, this GBFF project will primarily focus on securing durable financing mechanisms to sustain the MLLs.

The MLL initiative will have a national impact beyond the selected three sites. Within the targeted MLL sites, the quality of life for local people and communities will improve. Additionally, more land for biodiversity conservation will be secured, progressively reversing biodiversity loss and enhancing ecosystem functioning, which provides valuable ecological services. For SANParks, lessons from the MLL implementation pilot will inform the establishment of five new MLLs, aiming to double the 4.6 million hectares currently protected and conserved by SANParks. Nationally, cumulative learnings and insights from these three MLLs will inform the future model for designing and developing MLLs, demonstrating an "all-of-society" approach to biodiversity-centric sustainable development.

The GBFF interventions will include implementing Financial Frameworks and Mechanisms, Revenue Generation, Capacity Building, and Knowledge Building. These interventions will deliver socio-economic benefits for local communities; protected and conservation areas, expand conservation areas, and improve management practices. Approaches to catalyse transformative change include activities to realise Inclusive Governance and Community Participation, Preferential Market Access and Value Chain Integration, Effective Public-Private-Community Partnerships, Effective MLL Monitoring, and Adaptive Management.

These GBFF interventions will complement the GEF-8 interventions, which will focus on creating sustainable institutional mechanisms and governance structures for MLLs, fostering and enhancing sustainable economic opportunities and socio-economic empowerment, building capable conservation

management institutions and communities of practice, and improving the capacity and skills of protected and conservation areas.

This GBFF-funded project aligns with the following GBFF Action Areas:

1. **Action Area 1**: Contributing to the delivery of GBF **Target 3** by South Africa through improved management within and near existing protected areas in MLLs.
2. **Action Area 2**: Providing direct support to IP&LC groups (under component 3) to ensure participation in decision-making and access to justice and information related to biodiversity for all **(Target 22).**
3. **Action Area 4**: Resource mobilisation (**Targets 18 and 19)**. Developing and implementing durable financial mechanisms for MLLs

B2 Current Situation and Future Scenarios

Project Geography

The GBFF-funded project will focus on three geographical areas of the country where synergies exist with the government's priorities: the NDP, the MTDP, the White Paper on Biodiversity, and SANParks Vision 2040, regarding the delivery of social, environmental, and economic dividends, particularly to local communities, women, and youth. These locations are where existing protected areas, and related initiatives can be built to create three Mega-Living Landscapes. The project enhances the country's interventions to meet Target 3 of the Global Biodiversity Framework (GBF).

Geographically, the MLL project sites are situated in provinces and regions of the country that are home to the most impoverished communities and have hitherto not derived meaningful socio-economic benefits from biodiversity and heritage resources in the neighboring formally conserved areas.

The three MLL project sites are the Greater Addo, which is mainly in the southern Eastern Cape Province; Greater Kruger (Barberton – Makhonjwa) located to the south of the Kruger National Park and the near north/north-west of Eswatini; and the Eastern Grasslands which is in southern Drakensberg Mountains within the Eastern Cape and bordering Lesotho are shown in Map 1 below.
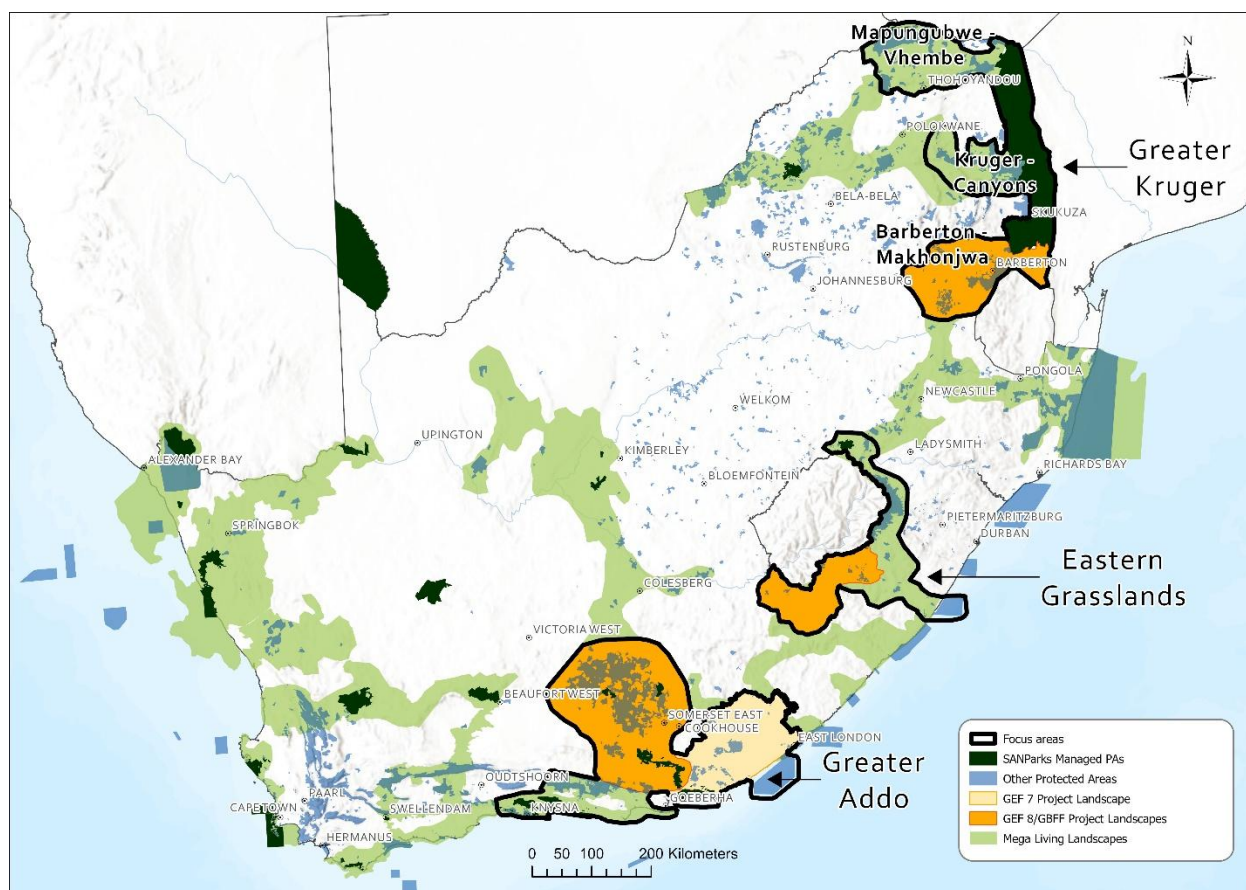
Map 1: Location of the three Project Mega Living Landscapes identified by SANParks.

Description of the geography of each of the Project Mega Living Landscapes

- The Greater Addo Mega Living Landscape, having a footprint of 3.5 million hectares, will be established in the area located in the south-eastern region of South Africa, predominantly in the Eastern Cape Province, but extends slightly into the Western and Northern Cape Provinces in the northern section of the Mega Living Landscape. It extends from the northern reaches of the Addo Elephant National Park northwards towards the towns of Cradock and Graaff Reinet, with the town of Middelburg being the northern extent, the towns of Murraysburg, Aberdeen and Steytlerville being the western extent. The total amount of formally declared protected areas within the proposed MLL is 1,210,468 hectares. Two ground water- Strategic Water Source Areas occur partially within the Mega Living Landscape, including the Eastern Upper Karoo Strategic Water Sources Areas, with only a very small patch of Coega Aquifer Water Source Area occurring in the MLL.

- The Barberton-Makhonjwa section of the Greater Kruger Mega Living Landscape, having a footprint of about 1.5 million hectares, will be established in the area located to the south of the Kruger National Park and north/north-west of Eswatini (Swaziland). It is centred on Barberton Nature Reserve and Songimvelo Game Reserve, which form part of the Barberton-Makhonjwa World Heritage Site. The total amount of formally declared protected areas within the proposed MLL is 322,855 hectares. The Mpumalanga Drakensberg, Upper Usuthu, Mbabane Hills, and

16

Upper Vaal Strategic Water Source Areas, cover almost 60% (888 190 ha) of the Barberton-Makhonjwa Mega Living Landscape. Prioritising protected area expansion in these areas is critical for conservation and meeting the 30 by 30 Global Biodiversity Framework (GBF) targets.

- The Eastern Grasslands Mega Living Landscape, having a footprint of 1.5 million hectares, will be established in the area located on the border with Lesotho in the southern Drakensberg Mountains within the Eastern Cape Province, centred on the towns of Rhodes and Maclear. The total amount of formally declared protected areas within the proposed MLL is 37,721 hectares. Almost the entire Eastern Cape Drakensberg Strategic Water Source Area occurs in this MLL, as well as parts Southern Drakensberg SWSAs. Covering 57% of the MLL (943,374 hectares), these areas are crucial for water security and are essential economic activities, and ecosystem health.

The Greater Addo MLL is located at the junction of 7 different biomes (Nama Karoo, Albany Thicket, Grasslands, Fynbos, Succulent Karoo, Forest and Azonal vegetation); biodiversity hotspots; Two Strategic Water Source Area occur partially; Endangered and vulnerable species including black rhino, Cape mountain zebra, eagles, 13 species of endemic herpetofauna; and has high Heritage value – evidence of the Khoisan, the first inhabitants of southern Africa; and high Palaeontologic value with fossils records in 230 million years old rocks strata.

The Barberton MLL in Greater Kruger contains 3 biomes (Forest, Savanna, and Grassland); biodiversity hotspots; Four Strategic Water Source Areas occur partially; Centre of Plan Endemism; Endangered and vulnerable species with at least 80 endemic plant species, and black rhino; and has high Heritage value – contains the best-preserved, oldest & most diverse sequence of volcanic and sedimentary rocks on Earth being recognized in the world of earth science as a unique living laboratory, as the sequences in the Barberton Greenstone Belt record the picture of the birth of the early oceans, the first atmosphere, the first life to appear on the planet and evidence of the formation of the first continent.

The Eastern Grasslands MLL contains the Grasslands biome and vegetation types that are poorly represented in South Africa's protected area system, but which are critical in terms of biodiversity values and ecosystem functions; Contains biodiversity hotspots; Three Strategic Water Source Area occur partially; Endangered and vulnerable species with high level of endemic species, birds such as the wattled and blue cranes; and high Heritage value – unique ancient San rock art is found in this area. The Grasslands Mega Living Landscape occurs within the

The location of the three MLL within South Africa is shown in the map below, with the eight MLL areas shown thereafter. The reason why these three MLL were chosen above the other five is because strong synergies exist in the three with government's national Development Plan (NDP) and there are existing protected areas and initiatives which can be built on to create MLLs.
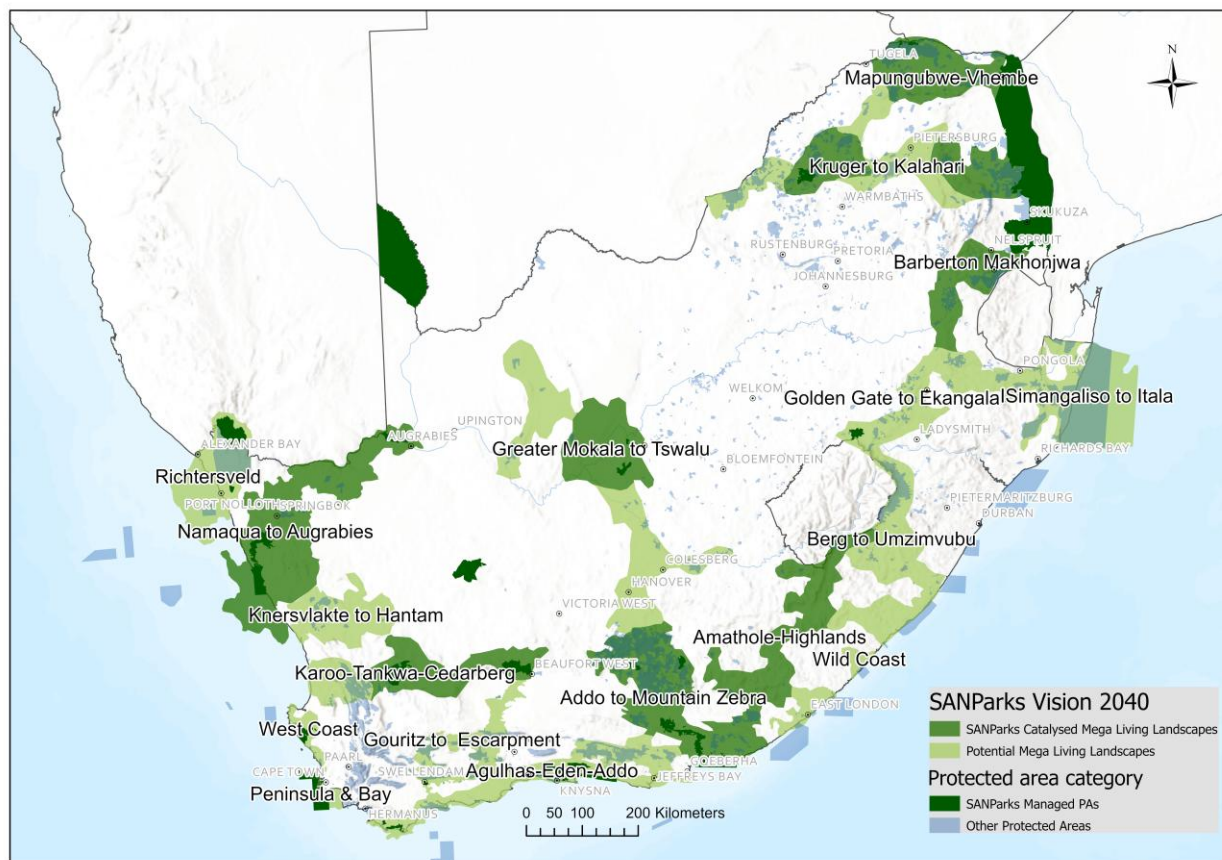
Map 2: Location of eight potential Mega Living Landscapes identified by SANParks.

Environmental Context

South Africa is renowned for its extraordinary biological diversity. It encompasses nine distinct biomes, including the savanna, grasslands, forest, fynbos, thicket, and Nama-Karoo. Each biome hosts unique ecosystems. South Africa is one of the world's 17 megadiverse countries, with high levels of endemic species. Its diverse ecosystems are crucial for providing ecological services such as water for the people, nature, and the economy.

South Africa is also rich in heritage resources, such as San rock art, which offers a glimpse into early hunter-gatherer societies' cultural and spiritual life. The country is also home to significant paleontological finds. This intricate blend of biodiversity and heritage makes South Africa a global treasure trove of natural and cultural significance.

However, South Africa's pathway to sustainable development is fraught with challenges. The country faces the triple environmental threats of biodiversity loss, climate change impacts, and pollution. Biodiversity loss, species loss, ecological degradation, and the decline of ecosystem services are emblematic of this challenge. Almost half of the 1,021 ecosystem types assessed in SA's National

Biodiversity Assessment[1] (2018) are threatened. Rivers and inland wetlands have the highest proportions of their types classified as Critically Endangered, at 42% and 61%, respectively.

According to the same assessment, several species are also threatened with extinction, and some of these are only found in South Africa: of the assessed taxa in South Africa (23 312 Indigenous taxa from 11 taxonomic groups), 0.2% are extinct, and 14% are threatened with extinction. The assessment also found that 22% of endemic taxa are threatened with extinction. Estuaries have the highest proportion of threatened taxa (27%), and 19% of marine taxa are threatened. The IUCN Red List Index that tracks the changes in species threat status shows an increased extinction risk for most of the eight taxonomic groups assessed, including plants, reptiles, birds, mammals, amphibians, freshwater fishes, dragonflies, and butterflies and freshwater species and butterflies at most risk.

The interlinkages between climate change's impact on biodiversity and increasing pollution in land, freshwater systems, and the ocean present further complexity. South Africa is highly vulnerable to climate change, and among the projected impacts are the likely changes in the distribution of the South African biomes. If climate change is unmitigated, it is expected to significantly change South Africa's ecosystem structure and functioning by 2050, resulting in substantial biodiversity losses in the latter half of this century. Consequently, this will cascade adverse effects on human well-being and security.

Persistently high unemployment, amounting to 34% of the population, or at least 7.9 million people, poverty, and inequality, measured at the Gini coefficient of 0.63, compound these complex environmental challenges in South Africa. Climate change also negatively impacts agriculture, water availability and communities that depend on natural resources. Further, the lingering effects of past race-based land dispossession also continue to play a role, and this is illustrated by the ongoing low levels of meaningful participation by local communities in conservation efforts and gaining associated benefits. This further aggravates poverty and inequality, particularly in rural areas where most of South Africa's formal conservation estate is situated. Additionally, unsustainable production and consumption practices characteristic of South Africa's linear economic model also exacerbate biodiversity loss and ecosystem degradation, perpetuating a cycle of ecological and socio-economic decline.

The specific environmental contexts of the three MLLs

The Greater Addo MLL

The Greater Addo MLL faces severe land degradation due to decades of poor grazing management and climate change effects such as rising temperatures and decreasing rainfall. Limited land is available for critically endangered species. Although renewable energy projects are vital for the economy, they negatively impact wilderness areas and ecotourism potential. Local towns suffer from high poverty, unemployment, and low education levels.

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[1] SANBI, 2018, National Biodiversity Assessment.

The Greater Kruger (Barbeton - Makhonjwa) MLL

The Greater Kruger (Barberton-Makhonjwa) MLL is one of South Africa's most agriculturally productive and economically vital regions. It has seen significant habitat transformation due to crop production, coal mining, plantation forestry, and urban development, such as in Mbombela. Poor grazing, fire management practices, and invasive alien plants have also contributed to ecological degradation. Legal and illegal mining are significant issues, with Barberton Mines holding 97% of its mining rights in the Barberton Nature Reserve.

Eastern Grasslands MLL

The Eastern Grasslands MLL suffers from land degradation and soil erosion caused by invasive alien plants, bush encroachment, inappropriate livestock grazing, and fire management. The MLL, which is situated in the Eastern Cape, also faces high levels of poverty and unemployment and grapples with the legacy and effects of the area being a source of migrant labour as well as low literacy levels, education, and skills. Racialised economic, social, and spatial disparities further compound these. These environmental challenges, intertwined with the social difficulties and the damaging legacy of previous apartheid policies in the area, pose a threat to grassland ecosystems, which are essential to the rural economy and perpetuate high levels of poverty, unemployment and inequality.

This GBFF-funded MLL project strategically addresses the severe environmental degradation and socio-economic challenges within the Greater Addo, Greater Kruger (Barberton-Makhonjwa), and Eastern Grasslands MLLs. It will develop and implement durable financial mechanisms that ensure these landscapes' sustainable and effective functioning. These mechanisms will serve as a catalyst for securing long-term financing, fostering community participation, and promoting sustainable economic opportunities. In Greater Addo, the project will combat land degradation caused by poor grazing management and climate change, thus protecting wilderness areas and bolstering ecotourism potential. At the Greater Kruger (Barbeton/ Makhonjwa) MLL, the ecological degradation driven by agricultural expansion, mining activities, and urban development will be mitigated. In Eastern Grasslands, the project will tackle the intertwined environmental and social difficulties, including invasive species, poor grazing practices, and the legacy of apartheid policies. Ultimately, this initiative will enhance the quality of life for local communities, reverse biodiversity loss, and provide essential ecosystem services. Doing so will contribute to South Africa's broader conservation and development goals, presenting a scalable, inclusive, sustainable landscape management model.

These socio-economic and environmental issues are intertwined, creating a complex web of challenges that threaten the integrity of South Africa's rich biodiversity. Creating Mega Living Landscapes (MLL) is an appropriate intervention to tackle this level of complexity in the identified areas. The MLLs are designed to intervene at scale and will involve multiple stakeholders, including local communities and follow an "all of society" approach to co-create sustainable solutions. As intended under Vision 2040 of SANPARKS, successfully establishing MLLs not only will biodiversity conservation goals in the selected sites be realised by contributing an additional 12.3% (approximately 14 million hectares) towards the land conservation targets but a more people-inclusive, collaborative model of conservation will be demonstrated and will be applied in other identified MLL sites in the country in the future.

Barriers

The GBFF project intends to address several key barriers that have hindered or are envisaged to hinder financial sustainability in conservation efforts, particularly in the context of SANParks. As SANParks transitions toward establishing MLLs, the following have been identified:

- **Limited financial resources and financial mechanism diversity** - One of the key challenges faced by SANParks in the past has been the reliance on limited and often fluctuating financial resources particularly government funding. Existing funding streams have often proven insufficient to meet long-term conservation and socio-economic objectives, particularly in the face of increasing environmental pressures, and this would become even more pronounced with the establishment of the MLLs. Furthermore, there has been a lack of diversity in financial mechanisms, with most projects depending on traditional funding sources such as donor funding and government grants. Without a solid base of diversified, domestic financial resources, the financial future of these MLL remains uncertain. The GBFF project will aim to diversify financial mechanisms by identifying and piloting new landscape specific mechanisms while also strengthening existing revenue streams through the development of tailored financial strategies and implementation frameworks.

- **Inadequate institutional capacity for resource mobilisation** – The ability to develop, manage, and implement complex financial mechanisms has been constrained by limited institutional capacity. The absence of a dedicated team skilled in financial modelling, forecasting and deal structuring has made it difficult for SANParks to plan for the long-term financial sustainability which would present itself as a key challenge for the MLLs. This has resulted in missed opportunities to create, implement, and scale innovative financial solutions. GBFF will build institutional capacity around resource mobilisation to ensure the development, implementation, and monitoring of complex financial mechanisms, while enhancing skills through tailored training programs.

- **Short-term planning and lack of long-term vision** – Closely linked to the previous barrier, conservation financing often suffers from short-term planning horizons, which fail to consider the long-term needs and sustainability of ecosystems and communities. This leads to reactive, piecemeal funding mechanisms that lack continuity and fail to address evolving conservation and socio-economic challenges over time. This project will create a long-term financial vision by implementing 20-year financial models and investment frameworks that guide strategic financial planning. These tools, which are envisaged to include scenario-based financial planning, will help ensure that funding mechanisms are resilient (especially from a liquidity perspective), durable and adaptive to changing environmental, economic and social conditions.

- **Fragmentation between national and landscape-level planning** – Another barrier important in the context of the MLLs is the misalignment between financial planning at the national level and the specific needs of individual landscapes. Without integrated financial planning and frameworks that tie together national and landscape priorities, it is challenging to coordinate resource mobilization efforts, track financial performance, and implement mechanisms that are adaptable to the unique socio-economic and ecological conditions of each landscape. The GBFF project will ensure integrated planning by developing a detailed financial model at the national level and providing landscape-level teams with a high-level framework that can be adapted to their specific conditions, aligning national and landscape priorities for better financial coordination.

- **Insufficient stakeholder engagement and partnership development** – Achieving financial sustainability in the MLLs requires the active involvement of various stakeholders, including local communities, the private sector, NGOs, and international donors. Inadequate engagement of

these stakeholders in developing and supporting financial mechanisms would result in limited opportunities for partnerships. The MLL project would then not be able to leverage additional resources, create new revenue streams, and the benefits of any financial mechanisms pursued would likely not be equitably distributed among stakeholders, particularly local communities. The project will enhance stakeholder engagement by fostering partnerships across sectors, ensuring local communities, private sector partners, and donors are actively involved in the co-design and implementation of financial mechanisms, and ensuring benefits are equitably distributed among all stakeholders.

- **Insufficient participation and socioeconomic benefits from conservation initiatives for IP&LCs** - When communities are included as custodians in conservation efforts, and when they are included in the distribution of conservation and other benefits associated with conservation efforts, they will support such efforts. Initiatives are underway to change this, but they need to be significantly increased. This can be achieved through building relationships between protected areas and neighbouring communities and supporting partnerships between communities, NGOs and government institutions. A central tenet of the social license to operate of protected areas and conservation initiatives is strong support within the communities that live in the landscape, which can only be achieved through the provision of meaningful, equitable benefits that demonstrate the value of the conservation efforts that are being undertaken.

To overcome these barriers, the GBFF project aims to catalyse a shift towards more sustainable and diverse financial mechanisms that will secure the long-term financial sustainability of the MLLs. By addressing current funding gaps, building institutional capacity and fostering strategic partnerships, the project will strengthen the ability of MLLs to adapt to changing economic and environmental conditions, ensuring the effective conservation of these critical landscapes for future generations.

Project Baseline

SANParks Baseline

Despite generating $167 million (R3 billion) annually, SANParks faces significant funding challenges. An assessment of its financial health reveals a robust financial management framework and structured accounting system (Great Plains). However, this system is overstretched and needs to adapt to meet the evolving demands of conservation in South Africa. These challenges stem from fluctuating government allocations and the need for substantial investments to maintain and expand tourism and conservation efforts, including the newly proposed MLLs.

SANParks' financial sustainability heavily relies on tourism revenue, which is insufficient to cover its increasing operational costs, its infrastructure maintenance backlog of around $389 million (R7 billion), the forecasted infrastructure needs required to grow tourism revenue, and the costs of establishing 8 MLLs. This misalignment creates challenges in ensuring sustainable and consistent funding streams, leaving SANParks vulnerable to funding shortfalls that can hinder its financial sustainability. Table 4 below summarises the Medium-Term Expenditure Framework (MTEF) government budget allocation to SANParks for the next three financial years. It reveals a declining operational grant despite annual inflation of around 6% and a low and fluctuating infrastructure grant that does not meet 10% of the infrastructure backlog.

Table 4: SANParks budget allocations – MTEF period 2024/25 to 2026/27[2]

R'000	2024/25	2025/26	2026/27
Operational Allocation	134,352	117,229	99,445
Combating Wildlife Traffic	45,343	47,374	49,269
Marine Protected Areas	30,294	31,651	32,917
Management Knysna Indigenous Forests	29,930	31,272	32,523
Parks Expansion	25,794	26,950	28,028
Road Subsidy	18,940	19,788	20,580
Qwa Qwa National Park	9,593	10,023	10,423
Others	12,489	13,048	13,570
Total Operational Allocation	**306,735**	**297,335**	**286,755**
Infrastructure Allocation	**91,963**	**119,225**	**148,889**
EPWP Allocation	**335,558**	**389,523**	**405,103**
SANParks as an Implementing Agent	**53,236**	**45,506**	**47,326**

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[2] Based on latest MTEF letter from Treasury.

SANParks primarily generates revenue through tourism activities, including park entry fees, accommodation, and related services. Table 5 below highlights recent revenue trends, indicating growth areas and potential shortfalls. While SANParks demonstrates competence in generating its own income, citing fiscal constraints and competing demands, the National Treasury has deemed a significant increase in the SANParks MTEF allocation, not a priority.

Table 5: SANParks historical and projected revenue analysis[3]

Rand Millions ('000 000s)	Audited Outcome						Adjusted Budget*	Projected Income		
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Total Revenue	**2,582**	**3,001**	**3,168**	**2,496**	**2,682**	**3,211**	**3,575**	**3,647**	**3,979**	**4,166**
Revenue from exchange transactions	**2,012**	**2,275**	**2,408**	**944**	**1,717**	**2,347**	**2,561**	**2,824**	**3,085**	**3,232**
Tourism, Retail, Concession and Other	1,901	2,162	2,271	835	1,572	2,221	2,385	2,593	2,844	2,983
Sales - Fauna and Flora	18	4	17	5	10	1	4	6	6	6
Other Operating Income	34	42	47	56	90	64	101	129	136	142
Interest Income	60	67	73	49	45	62	71	97	99	101
Revenue from Non-Exchange Transactions	**571**	**726**	**760**	**1,552**	**965**	**864**	**1,014**	**823**	**895**	**933**
Government Grants and Other Funding	437	612	588	1,440	551	399	617	307	297	287
Donations	12	16	47	37	25	42	41	36	43	45
Special Projects Income	121	97	125	75	389	423	356	481	554	601
Total Revenue Year-on-Year Change		*16.22%*	*5.56%*	*-21.21%*	*7.44%*	*19.72%*	*11.35%*	*2.01%*	*9.10%*	*4.68%*

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[3] Audited Outcome is based on the audited SANParks AFS. Adjusted Budget is based on the annual performance plan 2024/25. Projected Income is based on the annual performance plan for exchange transactions as well as the latest MTEF letter from National Treasury.

A 20-year high-level MLL forecast model was developed to estimate anticipated costs, inflows, and shortfalls for establishing MLLs. However, it lacks robustness in quantifying the funding gap. The GBFF project will address this by quantifying costs, identifying potential revenue sources, and generating investor interest.

Diversified funding mechanisms and enhanced financial management capabilities are needed. Refining the long-term financial model, leveraging innovative funding mechanisms, and addressing capacity gaps are crucial for the MLLs' sustainability. Proposed funding mechanisms include biodiversity/wildlife bonds, carbon credits, biodiversity offsets, and regenerative agriculture initiatives, each offering unique scale, sustainability, and conservation alignment advantages.

Successful implementation will require strategic partnerships, careful management, and an enabling regulatory environment. Frameworks like Project Finance for Permanence (PFP) and the Landscape-Level Financing Strategy provide structured approaches to secure long-term funding and integrate socio-economic benefits into conservation efforts.

Landscape level Baseline

Table 6: MLL Baseline

	Greater Addo MLL	Eastern Grasslands MLL	Barberton/Makhonjwa part of Greater Kruger MLL
Project Component 1 - Enabling conditions for durable financial mechanisms to effectively establish & manage three of SA's MLLs; AND **Project Component 2 - Resources mobilised and activities on the ground.**			
Existing partnerships, initiatives re durable financial mechanisms and conservation actions	The MLL partnership will build from: a) The existing SANParks teams, headed by Park Managers currently managing each of the 3 national parks and the SANParks regional office. b) Relationships with the Eastern Cape Parks & Tourism Agency (ECPTA) who manage provincial parks located within the MLL. It is noted that the bulk of the targeted hectares for protected area expansion and improvement of biodiversity management outside protected areas is funded by the	The MLL partnership will build from: a) The SANParks & WWF partnership agreement that has been managing the process towards declaration of the Grasslands National Park. Since 2021. b) The Umzimvubu Catchment Partnership, which was initiated by Environmental Rural Solutions (ERS) and Conservation South Africa (CSA), a division of Conservation International to protect the river and benefit people. It is noted that the bulk of the targeted hectares for protected area	The MLL partnership will build from: a) The MOU between SANParks & the NGO, Care for Wild (CFW), in terms of which CFW rescues, rehabilitates, rewilds & releases black rhinos, often orphans due to poaching in Kruger. To date, CFW has released 35 rhinos onto an area of approximately 1,500 ha, within Barberton Nature Reserve, with the vision of securing a viable breeding population. It is noted that the bulk of the targeted hectares for protected area expansion and improvement of biodiversity management outside protected areas is funded by the related GEF8 project. The full list of existing initiatives is thus not provided here but

	Greater Addo MLL	Eastern Grasslands MLL	Barberton/Makhonjwa part of Greater Kruger MLL
	related GEF8 project. The full list of existing initiatives is thus not provided here but referenced, as the GBFF focus is on development of durable financing, which will draw on: a) SANParks/CSA's experience of the development of the Greater Kruger Funding Strategy and the SANParks high level indicative financial forecast model for MLLs. b) Initiatives by SANParks & tourism/production private sector to improve revenue for conservation from tourism, game products value chains, and regenerative agriculture. c) Community/Social initiatives supported by restoration related programs such as government's Extended Public Works Programme/Biodiversity & Social Program & the private sector's Youth Employment Service (YES). d) Development of financing mechanisms that hold the potential for long term revenue such as thicket restoration work linked to generation of carbon credits – includes that on approximately 10,000 ha of land owned by HIVE Energy 10,000ha farm, and landowner engagements with carbon developers, specifically in the Jansenville / Pearston areas, and SANParks carbon credits feasibility investigation. Another option is that of TNC's innovative Water	expansion and improvement of biodiversity management outside protected areas is funded by the related GEF8 project. The full list of existing initiatives is thus not provided here but referenced, as the GBFF focus is on development of durable financing, which will draw on: a) SANParks/CSA's experience of the development of the Greater Kruger Funding Strategy and the SANParks high level indicative financial forecast model for MLLs. b) Community/Social initiatives supported by restoration related programs such as SANParks' Biodiversity & Social Program & the private sector's Youth Employment Service (YES). In this landscape restoration linked to biomass conversion to biochar holds the possibility of generating carbon credits, a financing mechanism. c) Existing strategic partnerships for example preferential access to markets will be leveraged. Sustainable sheep grazing initiatives such as those supported by WWF-SA though its H&M Project, CSA through the Kering project and Meat Naturally though its recently established Fleece Naturally enterprise, which provides mobile sheep shearing services. Initiatives such as these aim to increase access to markets based on regenerative	referenced, as the GBFF focus is on development of durable financing, which will draw on: a) CFW's experience in raising philanthropic finance, global and domestic, through strategic partnerships. For example, in terms of its co-management agreement with the MTPA to manage the Barberton Nature Reserve, CFW has committed to support the management of the nature reserve, utilizing donor funding and other funds raised though sustainable finance initiatives. This includes infrastructure upgrades within the nature reserve, improved ecological management, fire management and security, the development of annual plans of operation and their implementation. b) CFW's relationship with the Barberton Chamber of Business which forms a solid base for expanding relationships with the private sector. c) C4W has strategic partnerships that link private sector value chains to conservation and community initiatives on the ground. d) The expansion of C4W's Community/Social initiatives supported by restoration related programs such the private sector's Youth Employment Service (YES). E) The other initiatives listed under Addo and Grasslands related to carbon credits, biodiversity offsets and specie bonds will also be considered in this landscape.

	Greater Addo MLL	Eastern Grasslands MLL	Barberton/Makhonjwa part of Greater Kruger MLL
	Fund/Bond implemented in the Western Cape which they are considering for the Sundays River areas within Addo MLL. Replication of the rhino bond, currently being implemented in AENP, will also be considered. e) Existing strategic partnerships that leverage philanthropic finance such as that provided by the Rupert Foundation in the area, and preferential access to markets for woolgrowers will be leveraged.	wool production. For example, the H&M Project is aligned with H&M's net-positive biodiversity ambition. d) SANParks biodiversity offsets program that generates revenue through the sale of biodiversity offsets to developers who need to offset environmental impacts under strict conditions will be reviewed.	

Component 3 - Increased IP&LCs participation in the 3 MLLs.

	Greater Addo MLL	Eastern Grasslands MLL	Barberton/Makhonjwa part of Greater Kruger MLL
Key initiatives around socio-economic benefits from ecotourism, sustainable agriculture/ restoration, wildlife economy & skills/SMME development for IP&LCs	Funding for the socio-economic benefits in Addo primarily comes from mainly through the GEF8 project, which is referenced here but not elaborated here. Participation by IP&LCs in Addo will be enhanced through tailored governance and administrative training for community members, also funded by the GEF8 project.	The MLL partnership will build on ongoing landscape efforts to promote sustainable rangeland management, halt degradation, and implement a systematic ecological restoration plan. The GEF 8 project-funded strategic ecological restoration and investment plan will enable the GBFF to support restoration-linked SMMEs.	The MLL partnership will unlock significant opportunities to develop tourism, sustainable agriculture and the wildlife economy. It will build from a) CFW's partnerships with the 7 Swazi traditional communities surrounding the area on farming & conservation projects. The CFW-Lomshiyo Community Trust agricultural partnership has been established to develop a long-term commercial farming venture. This commenced with the establishment of a 100-ha area that has been developed for vegetable production and includes a 5-ha macadamia nut plantation. Profits from the sale of vegetables and other produce from the project are shared between CFW and the Lomshiyo Community Trust. At peak production, the farming operation employs 70 community members. The project plans to expand to become a 500-ha crop producing farm with the addition of citrus and avocado to meet the large demand for fresh produce from local markets. b) CFW's ecological management and restoration projects, which are funded through

	Greater Addo MLL	Eastern Grasslands MLL	Barberton/Makhonjwa part of Greater Kruger MLL
			the Investec Youth Employment Services (YES) Programme has employed over 800 interns over the last five years. These projects address historic impacts and other threats that the region faces such as the infestations of invasive alien plants and include the provision of training, employment and small business creation for contractors to undertake activities such as fire management and control, the use and application of herbicides in the management of invasive alien plants, bush encroachment control and erosion management and restoration. c) The Lomshiyo Community Trust are landowners within Barberton Nature Reserve and have an identified lodge development site on their property. Through the development of business plans and partnerships with the SA College of Tourism, opportunities for the development of a lodge and other similar initiatives elsewhere can be implemented, including job placements and incubation of tourism related SMMEs. d) The existing protected areas and new emerging conservation and protected areas in the MLL provide considerable opportunities to develop wildlife product value chains, related to game meat and secondary products, utilizing ecological offtakes made in managing the protected areas. This offers the opportunity for the development of wildlife related SMME incubation. The current experience of Care for Wilds Environmental Education Programme in collaboration with the Good Work Foundation will be leveraged.

Future narratives
Key drivers of this system are:
- Socio-economic conditions (e.g. mining in Barberton, land degradation in Addo and Grasslands caused by a range of factors including inappropriate land use and fire management) continue unabated to cause biodiversity loss and ecological damage – as socio-economic pressure continue and poverty and inequality rise, society's mindset that separates nature and people, with value placed on short-term extraction, continues.
- Future climate change – the frequency, intensity, and timing of devastating events becomes more extreme (e.g. heat, flooding, fire).

Two key axes of uncertainty can be drawn from these drivers where interventions will have limited ability to greatly affect them. The one relates to the level of climate change. The second relates to deteriorating socio-economic conditions that negatively feed the mindset/narrative in society and amongst key decision makers that pits nature against people, arguing that development must occur at any cost because it contributes to reducing poverty and inequality. The brief future narratives are therefore framed around lower or higher levels of climate change, and lower or high levels of socio-economic conditions as these impact awareness of the interwoven nature of people and nature. It is noted that how these axes of uncertainty play out will be bespoke within each Mega Living Landscape and that these nuances aren't captured at this generic level but will be reflected in the detail of the programme as it rolls out within each MLL.

Narrative 1: Lower levels of climate change (or a lower impact of climate change), and a stable socio-economic outlook where there is an improved understanding of the value of nature for a sustainable development trajectory for South Africa. Slower increase in the frequency, intensity, and timing of devastating climate events and/or evidence that the MLL approach, where the connectivity created mitigates the impact of these events, may allow for the ecological system to remain relatively stable. If socio-economic conditions remain stable this allows some opportunity for local communities to participate in and benefit from conservation efforts (for example rhino rehabilitation leads to better income and education opportunities for local communities, and regenerative agriculture leads to increased production and ecosystem services) so that they seek to drive such efforts, and influence people's thinking about the value of nature leading to a continuing cycle of nature-based production and poverty alleviation linked to caring for nature.

Narrative 2: Higher levels of climate change and a stable socio-economic outlook where there is an improved understanding of the value of nature for a sustainable development trajectory for South Africa. As per narrative 1, if socio-economic conditions remain stable this allows some opportunity for local communities to participate in and benefit from conservation efforts (for example rhino rehabilitation leads to better income and education opportunities for local communities, and regenerative agriculture leads to increased production and ecosystem services). However, if there are higher levels of climate change, such as hotter and drier conditions that increase fire intensity and frequency, livelihoods will be marginal, and nature will not be seen as a refuge for people.

Narrative 3: Higher levels of climate change and worsening socio-economic conditions that exacerbate poverty and inequality. This worsening of socio-economic conditions and resultant reduced nature-based productivity level will increase pressures on ecological resources. If this is coupled with worse climate impacts, such as hotter and drier conditions that increase fire intensity and frequency, livelihoods will be precarious, and nature will not be seen as a refuge for people. Intense anthropogenic

pressure will greatly impact the endemic flora and fauna and ecosystem services within the MLL leading to a downward spiral.

The global objective of the GBFF project is to enhance the effective establishment and management of three Mega Living Landscapes (MLLs) in South Africa by developing and implementing durable financial mechanisms for them.

Climate change impacts in these MLL can be mitigated by the size of the MLLs and the opportunities offered for connectivity. The climate across all three MLL varies considerably due to the high variability in terms of topography, altitude, slope and aspect. These factors are important as a mitigant against climate change.

B3 Project Approach

This GBFF project will implement an adaptive, catalytic, and sustainable Landscape-level Financing Framework in each MLL. This approach aligns diverse financial mechanisms with conservation and socio-economic goals to ensure long-term investment. By leveraging various funding sources—such as biodiversity credits, carbon financing, and public-private partnerships—the project aims to provide continuous investment and adaptive management. The flexible framework evolves with changing landscape dynamics, ensuring both ecological sustainability and community resilience.

The Greater Kruger Finance Strategy exemplifies a Landscape-level Financing Framework, evolving with the landscape, scaling up investments, and introducing diverse funding streams over time.

The Project Finance for Permanence (PFP) model is a complementary framework securing all necessary funding at a single closing, establishing long-term, well-managed, and sustainably financed conservation areas benefiting local communities. This model includes clear conservation goals, a detailed conservation plan, a comprehensive financial model estimating long-term costs, defined closing conditions, and an independent fund administrator. PFP focuses on upfront funding, institutional capacity building, and policy change, making it robust for achieving large-scale, durable conservation as envisaged for the MLLs. This project will engage in a PFP feasibility study, co-financed by WWF.

Financial mechanisms within these frameworks will be assessed using a RAG (Red-Amber-Green) methodology. This methodology evaluates each financial mechanism based on critical criteria, including the scale of funding, sustainability, market appetite, regulatory alignment, and implementation feasibility. **Table 7** below outlines the RAG criteria for prioritising and assessing each potential financial mechanism.

Table 7: RAG criteria for financial mechanism assessment

Criteria	Description
Scale of Funding	Evaluates the potential size or volume of funding that a mechanism can generate.
Sustainability of Funding	Assesses the long-term reliability and stability of the funding source.
Market Appetite	Measures the level of interest and demand from investors, corporations, or consumers.
Economic Viability	Considers whether the mechanism can generate sufficient financial returns.
Alignment with Conservation Goals	Evaluates how well the mechanism supports conservation objectives of the MLLs.
Implementation Feasibility	Assesses the practical feasibility, including complexity, capacity, and readiness.
Land and Ownership Mandate	Considers alignment with land ownership structures and stakeholder support.
Regulatory and Government Policy Environment	Assesses the supportiveness of the regulatory and policy environment.

Exploring financial mechanisms for MLLs has revealed landscapes rich with opportunities and challenges. To facilitate their analysis, these mechanisms are grouped into distinct clusters, each representing a strategic approach to securing sustainable financing. This clustering ensures a coordinated and cohesive leveraging of various sources, from revenue generation to strategic partnerships, to address both short-term needs and long-term sustainability goals.

In the broader context of conservation finance in South Africa, no universally accepted classification of financial mechanisms exists. However, the Conservation Finance Alliance (CFA) has developed a taxonomy of seven classes:

- **Return-based investments** (e.g., biodiversity bonds)
- **Economic Instruments** (e.g., conservation fees)
- **Grants and Other Transfers** (e.g., GEF grants)
- **Business and Markets** (e.g., biodiversity credits)
- **Public Financial Management** (e.g., MTEF allocations)
- **Risk Management and Financial Efficiency** (e.g., solar transition for Kruger camps)

Drawing on this and other best practices, the project has identified five categories of financial mechanisms that offer promising opportunities for building durable financing for MLLs. The table below details these mechanisms.

This table highlights the diversity of financial mechanisms and their strategic importance in providing the three MLLs with the necessary resources for both immediate operations and long-term ecological and socio-economic sustainability.

Table 8: Financial mechanisms

Cluster	Mechanism	Opportunity	Relevance
Revenue Generation	Tourism	Generate revenue through entrance fees, experiences, and sustainable tourism offerings.	Provides consistent cash flow and fosters engagement with conservation through ecotourism.
	Game Products Value Chain (Incl. Meat)	Create value chains from sustainably sourced wildlife products (e.g., game meat).	Encourages sustainable utilization of wildlife resources, aligning conservation with income generation.
	Regenerative Agriculture	Promote sustainable farming practices to improve soil health and biodiversity.	Provides long-term environmental benefits and sustainable livelihoods for local communities.
	Regenerative Forestry	Support reforestation and sustainable forest management projects.	Aligns with carbon market opportunities and enhances biodiversity conservation.
	Renewable Energy (Hydro, Wind, Solar)	Invest in renewable energy for grid consumption, reduce operational costs and environmental impact.	Reduces reliance on traditional energy sources, making conservation efforts more sustainable and cost-effective.
	Solidarity Levy	Implement a small solidarity charge, collected by big private players within the MLL E.g. Southern Sun.	Provides a stable and flexible source of revenue for ongoing conservation activities.
Conservation Financial Mechanisms	Biodiversity Offsets	Generate revenue through the sale of biodiversity offsets to developers who need to offset environmental impacts.	Leverages private sector investment in conservation and biodiversity protection.
	Biodiversity and/or Carbon Credits	Engage in carbon and biodiversity credit markets for emissions reductions and biodiversity conservation.	Capitalizes on growing global markets for carbon sequestration and biodiversity, providing ongoing revenue.
	Water Funds/Bonds	Fund water conservation efforts by engaging private stakeholders in the sustainable management of water sources.	Helps conserve Strategic Water Source Areas while providing long-term, sustainable financial returns.
	Species-Specific Bonds (e.g., for iconic species like rhinos or cheetahs)	Use bonds to fund conservation efforts tied to the protection of specific species.	Attracts conservation-minded investors and helps fund species-specific conservation programs.

Cluster	Mechanism	Opportunity	Relevance
Community and Social Programs	Expanded Public Works Programme (EPWP)	Leverage government programs to support job creation and ecosystem restoration projects.	Increases employment in local communities while delivering positive environmental outcomes.
	Community Enterprise Funds	Create funds to support local enterprises that align with conservation efforts (e.g., eco-friendly crafts, services).	Empowers local communities by providing economic incentives tied to conservation outcomes.
Strategic Partnerships	Preferential Market Access	Offer sustainable products (e.g., from regenerative agriculture or eco-tourism) preferential access to premium markets.	Supports conservation-aligned businesses by providing economic incentives.
	Philanthropic Finance	Attract donations from philanthropic foundations or individuals to fund high-priority conservation activities.	Provides upfront capital for crucial conservation efforts but may require ongoing donor engagement.
	Public-Private Partnerships	Leverage both public and private sector funds to support large-scale, sustainable conservation projects.	Provides opportunities for scaling up conservation finance efforts, pooling resources, and sharing risks.
Public Sector Mechanisms	Water Tariffs	Generate funds for water conservation efforts through charges on water use by corporations and municipalities.	Encourages responsible water use while raising funds for water conservation projects.

During the implementation phase of this GBFF-funded project, there will be active and strategic engagement with the private sector to secure partnerships that will deliver durable financing mechanisms for three MLLs. This is central to South Africa's response to the Kunming-Montreal Global Biodiversity Framework's goal of conserving 30% of the world's terrestrial, inland water, and coastal areas, known as the 30 x 30 initiative. The project aims to mobilise resources from diverse financial mechanisms, leveraging value chains, the finance sector, and philanthropies.

The project will also facilitate equitable partnerships with the private sector to promote nature-based tourism and wildlife offerings in and around protected areas within the three MLLs. This will include supporting and developing Small, Micro, and Medium Enterprises (SMMEs). Where appropriate, Bespoke Community Public-Private Partnerships (C-PPPs) will be explored and developed for tourism initiatives. These partnerships will create entrepreneurial and employment opportunities, generating sustainable revenue streams for targeted communities in traditional authority areas.

The project will facilitate partnerships with the private sector related to corporate socio-economic development (SED) and enterprise development (ED) obligations and emerging opportunities related to the private sector's environmental, social, and governance (ESG) obligations through the development and implementation of strategic restoration investment plans.

Through implementing Strategic Investment Plans, private sector partnerships will be sought in areas with opportunities to create mutual value and generate carbon credits, biodiversity credits, and biodiversity impact bonds.

B4 Project Stakeholders

The GBFF project aims to engage a wide array of stakeholders, each playing a vital role in ensuring the financial sustainability and effective implementation of the MLLs.

This CEO ER document is informed by extensive stakeholder engagement undertaken during the PPG phase. Stakeholder engagement kicked off with a national technical design workshop on 19 March 2024 in Pretoria, South Africa. The meeting provided useful guidance that informed the design process and set the scene for further engagement across the three MLLs and nationally. The project has been designed through a co-design process, which meant that objectives, outcomes, strategies and approaches were all jointly designed and decided upon between the key stakeholders.

Stakeholder engagement took place between April and October 2024. A summary of the stakeholder engagements, drawing from the stakeholder engagement register (included in the Stakeholder Engagement Plan), indicates that:

- ~ 100 discrete consultation sessions were undertaken.

- ~ 75 different groupings/entities were engaged with – including national, provincial, local government, traditional authorities, local communities, NGOs, conservancies, Protected Environments, and the private sector.

- ~ 325 individuals were engaged of which 198 were women.

- Design workshops were conducted in each of the MLLs with a view to developing the programme of work for each landscape, focusing on livelihoods, socio-economic and protected area expansion outcomes.

- Engagements were undertaken with women and youth to inform the Gender Analysis and Action Plan.

Stakeholder Engagement concluded with a Final Design Workshop convened on 2 October 2024, in Johannesburg. The objectives of this workshop were to present what the Mega Living Landscapes Initiative, which currently comprises of the GEF8 and GBFF projects, will do and how the objectives of these projects will be achieved. The workshop was attended by 40 representatives from national and provincial government, conservation agencies as well as civil society organisations and the private sector. The outcomes of the meeting were largely positive, with delegates supporting the proposed project plan and providing useful input for refinement.

Project stakeholders proposed for project implementation include government institutions, financial institutions, potential investors, NGOs, local community organisations and individuals (which include private landowners, traditional authorities, communal land rightsholders and users, and rural town dwellers), and the private sector (which include industry specific bodies such as AgriSA, Wildlife Ranching South Africa, local businesses such as ecotourism and game offerings, and conservancies, business incubators).

A Stakeholder Engagement Plan (SEP) (see Additional Annex 3) and Social Inclusion Planning Framework (SIPF) (included as part of the ESMF) have been developed and provide guidance for stakeholder engagement at project level. The SEP recommends that a detailed SEP be undertaken for each MLL in the first year of implementation, in alignment with the SIPF and the Gender Action Plan, to ensure that marginalized groups are identified and appropriately included in MLL level planning, collaboration and implementation. Furthermore, the SIPF requires that a Social Inclusion Plan be prepared before engaging with each community where project interventions are proposed to be implemented, to ensure that project interventions are informed by local communities' aspirations and appropriately include marginalized groups.

The Table below presents a summary of key project stakeholders and their role and responsibility during project implementation. Please note that the means of engagement with these stakeholders in all cases involves: Project validation, project launch and inception, project steering committee meetings (where the organisation is a member of the PSC), face to face meetings, landscape collaboration platform meetings, project technical workshops, informal dialogues, information sharing sessions, focus group discussions, conferences, project symposia, electronic communications, site visits.

The roles to be played by stakeholders during implementation has been categorised as follows:

- **Executing Agency**: SANParks, responsible for implementing the GBFF 8 funded projects within time and budget, with the Project Management Unit (PMU) housed by SANParks.
- **Sub-executing Agencies**: Appointed through a fair process by SANParks, responsible for day-to-day project execution in each landscape and delivering Framework Plans and Investment Strategies.
- **Project Steering Committee (PSC)**: This committee provides strategic direction and guides the work plan to align with project objectives.

- **Local Communities**: Participate in co-creating various activity plans and are primary beneficiaries actively engaged throughout the project implementation.
- **Co-finance Partners**: Provide co-finance to the project.
- **Collaborating Partners**: Collaborate on various matters and on relevant local economic development initiatives.
- **Landscape Collaborative Platform Members**: Include representatives from government, traditional leadership, local communities, NGOs, agricultural commodity bodies, and marginalised groups.
- **Technical and Capability Support**: Organisations like SANBI provide technical data and expertise.

Table 9: Potential stakeholder contributions

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
Across all Mega Living Landscapes	
Department of Forestry Fisheries & Environment (DFFE)	The Department of Forestry, Fisheries and the Environment (DFFE) serves as South Africa's GEF Focal Point, overseeing projects, engaging technically, co-financing, and participating as a member of the Project Steering Committee of this GE 8 project. This national department is dedicated to safeguarding South Africa's natural environment, promoting sustainable resource management, and addressing environmental challenges to ensure a healthy and resilient future. It receives grant funding from the National Treasury, allocated by Parliament, to fund SANParks. The DFFE also convenes the national People and Parks Forum, which addresses issues at the intersection of conservation and communities. The Forum focuses on realizing tangible benefits for communities previously displaced to establish protected areas. It facilitates active participation of rural communities by supporting land claim resolutions in protected areas, strengthening governance, participation, access, and benefit-sharing, and developing and implementing capacity-building and awareness-raising strategies.
SANParks	SANParks is the Project Executing Agent, responsible for project oversight, overall implementation through the Project Management Unit (PMU), will provide technical support, capacity building, co-financing, and chairing of the Project Steering Committee. As South Africa's premier conservation authority, SANParks operates as a Schedule 3A public entity under the Public Finance Management Act 1 of 1999 and is governed by a Board. Its mandate is derived from the National Environmental Management: Protected Areas Act 57 of 2003 and it is to promote ecological, environmental, and tourism interests. SANParks significantly contributes to employment by directly employing 4,720 full-time staff and supporting local communities with 4,741 full-time equivalents through public works initiatives and 2,100 jobs via SANParks concessionaires. The organization also trades in game meat sales and promotes nature-based enterprises and their value chains. SANParks has a strong track record of good governance, consistently receiving unqualified audits.

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
	Recently, SANParks introduced Vision 2040, a progressive strategy aimed at redefining conservation in South Africa by promoting inclusivity, sustainable development, and community engagement. Key components of Vision 2040 include the implementation of the Mega Living Landscapes (MLLs) concept South African regions. The organisation is also focused on achieving long-term financial sustainability, having generated approximately 80% of its annual required income of R3 billion over the past decade, primarily from ecotourism.
South African National Biodiversity Institute (SANBI)	SANBI will provide project technical support, project capability support and will be collaborating partner. SANBI also operates as a Schedule 3A public entity under the Public Finance Management Act 1 of 1999 and derives its a broad mandate from National Environmental: Biodiversity Act 10 of 2004 and this is to explore, reveal, celebrate and champion biodiversity for the benefit and enjoyment of all South Africans, which includes managing the National Botanical and Zoological Gardens as 'windows' to South Africa's biodiversity for enjoyment and education.
National Treasury	The National Treasury will be a Project Steering Committee member and a collaborating partner. The National Treasury is responsible for managing South Africa's national government finances. Its mandate is to support efficient and sustainable public financial management as a fundamental to the promotion of economic development, good governance, social progress and a rising standard of living for all South Africans. The Constitution of the Republic, Chapter 13, mandates the National Treasury to ensure transparency, accountability and sound financial controls in the management of public finances. SANParks receive its government grant from National Treasury and must report to them in terms of the Public Finance Management Act.
Department of Agriculture, Land Reform and Rural Development (DALRRD)	DALRRD is proposed to be a member of the Project Steering Committee and a collaborating partner. The mission of the DALRRD is to accelerate land reform, catalyse rural development and improve agricultural production to stimulate economic development and food security.
Other government departments	Other government department will be invited ad collaborating partners and be involved in landscape collaborative platforms as appropriate.
Worldwide Fund for Nature (WWF) – South Africa	WWF SA will support WWF US, the GEF Implementing Agency, locally and will be invited to the Project Steering Committee meetings. WWF SA will also be a co-financing partner and collaborating partner. WWF South Africa is registered as a South African NGO and is part of the global WWF network. Its work is focused on driving large-scale and integrated area-based Conservation in key geographical areas, as well as driving systemic change to key drivers and enablers of environmental change. WWF SA plays a key role in building relationships between protected areas and communities by supporting partnerships between communities, other NGOs and government institutions. WWF SA is a key partner with SANParks in developing the Grasslands National Park within the Grasslands MLLs.

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
National House of Traditional and Khoi-San Leaders	Representatives of this stakeholder are proposed to be members of the Project Steering Committee and collaborating partners. The mandate of the National House of Traditional and Khoi – San Leaders is to promote the role of traditional leadership within the constitutional dispensation; promote nation-building, and peace, stability and cohesiveness of communities; develop, preserve and promote culture and traditions of communities; participate in intergovernmental structures; and advise the national government and make recommendations on any matter that the government may require.
UNDP BioFin	UNDP BioFin will be project collaborating partner. BioFin forms an important context for this project.
Financial Institutions (RMB, Nedbank etc.) and Impact Investors	These institutions will provide funding and technical expertise on the suitable financial mechanisms, including biodiversity bonds, carbon credits, and renewable energy projects.
The Nature Conservancy	TNC will be a collaboration partner and a member of the MLL collaborative platforms. The Nature Conservancy is a US based conservation NGO, with a division in South Africa, tackling the dual threats of accelerated climate change and unprecedented biodiversity loss.
Conservation South Africa (CSA)	CSA will be a collaborating partner and a member of MLL collaboration platforms. Conservation South Africa is an independent affiliate of Conservation International, legally registered as a Section 18A public benefit organisation in South Africa. As an affiliate, Conservation South Africa subscribes to the aspirational vision and mission, strategic framework, and operational requirements of Conservation International, but is enabled to adapt language and specific policies and goals to the unique context of South Africa. They work at the conservation/community interface and can support the community components of the project. They are a key member of the Umzimvubu Catchment Partnership within the Eastern Grasslands MLL and are implementing ta sustainable grazing initiative. They also implementing the Kering Project, in the Grasslands, and through it they seek to strengthen sustainable wool products.
SA College of Tourism (SACT)	SACT is proposed a collaborating partner to provide tourism training support and will be a member of the MLL collaboration platforms. They will be a co-financing partner. SACT is a non-profit organisation that operates under the auspices of Peace Parks Foundation. The College provides professional training to unemployed men and women from rural backgrounds and equip them to take up skilled positions in the nature-based tourism industry.
Small Enterprise Development Agency (SEDA)	SEDA is an agency of the Department of Small Business Development (DSBD) which provides non-financial support to small enterprises and cooperatives. SEDA has a presence in rural areas and has programmes targeting youth and women

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
Specific to the Greater Addo MLL	
SANParks	Refer to the role of SANParks above. In this landscape there are Park Management staff for 3 National Parks and a regional office will leadership and active roles in implementation activities.
Wilderness Foundation Africa (WFA)	WFA is a proposed collaborating partner and will be a member of the MLL collaboration platforms.

WFA is an African-based conservation NGO that protects and sustains landscapes through its agile and innovative approach to conservation. They play a pivotal role in conservation, environmental education, and community development in Southern Africa. Their holistic approach aims to safeguard wilderness areas, protect wildlife, empower communities, and inspire future generations to become stewards of the natural world. They have a long history of actions in this landscape and have a track record of collaboration with the SANParks in this landscape and promoting biodiversity stewardship initiatives. |
| Eastern Cape Parks and Tourism Agency (ECPTA) | ECPTA are proposed to a member of Project Steering Committee and will be a collaborating partner and member of MLLs collaboration platforms.

Eastern Cape Provincial conservation authority, with the responsibility of provincial protected area expansion and tourism development. |
| Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) | DEDEAT is proposed to be a collaborating partner.

This Eastern Cape Provincial Department is responsible for discharging the environmental mandate of the province and as prescribed in the South African Constitution. The Department is responsible for policy development and environmental management and development related approvals. |
| Eastern Cape Development Corporation (ECDC) | ECDC is proposed to be a collaborating partner.

ECDC's mandate is to plan, finance, co-ordinate, market, promote and implement development of the province and its people in the fields of industry, commerce, agriculture, transport and finance. |
| District & Local Municipalities that overlay with the MLL | Representatives of the local government will be collaborating partners.

The mandate of local municipalities in South Africa encompasses a wide range of responsibilities aimed at promoting the well-being and sustainable development of communities within their jurisdictions. District municipalities are created to ensure the provision of services that cannot be efficiently provided by local municipalities alone. |
| Agri EC (Eastern Cape) | Agri EC is proposed to be a collaborating partner.

Agri EC is an organisation that represents the agricultural sector in the Eastern Cape Province of South Africa and has 3000 members and is very active in this landscape. They play a crucial role in representing and supporting the agricultural sector in the Eastern Cape, contributing to its sustainability, competitiveness, and socio-economic development. |
| Wildlife Ranching South Africa (WRSA) | WRSA is proposed to be a collaborating partner and a member of the MLL collaboration platforms.

Wildlife Ranching South Africa (WRSA) is an organisation dedicated to promoting and representing the interests of wildlife ranchers in South Africa and is very |

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
	active in this landscape. They play a crucial role in supporting the sustainable management of wildlife on private lands, contributing to conservation efforts, rural development, and the responsible use of natural resources in South Africa. They work through the Eastern Cape Game Management Association (ECGMA).
Mountain Zebra Camdeboo Protected Environment (MZCPE)	MZCPE is proposed to be a collaborating partner and will a be member of the MLL collaboration platforms. Over 200 landowners have declared their properties as part of the Mountain Zebra – Camdeboo Protected Environment and are key stakeholders regarding the component to improve management effectiveness of existing protected areas. The MZCPE Exco has been established through the MZCPE Landowners Association and is the assigned Management Authority of the MZC Protected Environment.
Eastern Cape Conservancies Management Association (ECCMA)	ECCMA is proposed to be a collaborating partner and will be member of the MLL collaboration platforms. The Eastern Cape Conservancies Management Association (ECCMA) is an organisation dedicated to the management and promotion of conservancies in the Eastern Cape province of South Africa. Conservancies are community-based initiatives aimed at conserving biodiversity, protecting natural resources, and promoting sustainable land use practices.
Eden to Addo	Eden to Addo is proposed to be a collaborating partner and will be a member of the MLL collaboration platforms. Eden to Addo is a non-profit organisation based in the Eastern Cape and focuses on conservation and biodiversity initiatives across the landscape stretching from the Garden Route in the Western Cape to the Addo Elephant National Park in the Eastern Cape.
Endangered Wildlife Trust (EWT)	EWT is proposed to be a collaborating partner and will be a member of the MLL collaboration platforms. The Endangered Wildlife Trust (EWT) is a registered Non-profit, Non-governmental, and Public Benefit Organisation. Since its establishment in 1973, the EWT has become a leading, well-known, and trusted conservation role-player in conservation of biodiversity. They are committed to conserving threatened species and ecosystems in southern Africa to the benefit of all.
Provincial House of Traditional and Khoi San Leaders	They are proposed to be a collaborating partner and will be a member of collaborating platform.
Indigenous Knowledge Groups	Representatives of the Indigenous Knowledge Groups will be collaborating partners and will be members of the MLL collaborating platform. Indigenous Knowledge Groups will be identified as part of the process to develop an MLL wide Stakeholder Engagement Plan as recommended in the Stakeholder Engagement Plan and Social Inclusion Planning framework.
Provincial People and Parks Forum	They will be collaborating partners and will be members of the MLL collaborating platforms.
Residents (individually & in organisations) living in the following towns: • Graaf-Reinet	Representatives of residents living in towns with the MLL will identify as collaborating partners and members of the MLL collaborating platform.

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
• Craddock, • Somerset East • Cookhouse • Kirkwood • Thembalesize • uMasizakhe • Jansenville • Klipplaat • KwaZamukuncinga • Waongalethu	The plan is to identify these representatives as part of the process to develop an MLL wide Stakeholder Engagement Plan as recommended in the Stakeholder Engagement Plan and Social Inclusion Planning framework.
Specific to the Eastern Grasslands MLL	
SANParks	Refer to the above-described role of SANParks. In the Eastern Grasslands MLL SANParks in collaboration with WWF SA are establishing the Grasslands National Park and the follows an approach that involves partnerships with owners of productive landscapes including communal land in the region.
Environment & Rural Solutions (ERS)	ERS will be a collaborating partner and member of the MLL collaboration platforms. ERS is a locally based NGO that intervenes through projects by addressing issues at the conservation/local community interface. They work on natural resource management for resilient ecosystems and human wellbeing co-creating solutions with traditional and local leadership and rural residents
ECPTA	ECPTA is a proposed collaborating partner and member of Project Steering Committee and will be member of the MLL collaborating platforms. Refer to descriptor under the Greater Addo MLL in respect to the ECPTA mandate and role
DEDEAT	The DEDEAT is proposed to be a collaborating partner. Their mandate and role is described under the Greater Addo MLL
ECDC	ECDC is proposed to be a collaborating partner. ECDC's mandate is to plan, finance, co-ordinate, market, promote and implement development of the province and its people in the fields of industry, commerce, agriculture, transport and finance.
District & Local Municipalities that overlay with the MLL	Representatives of the local government will be collaborating partners. The mandate of local municipalities in South Africa encompasses a wide range of responsibilities aimed at promoting the well-being and sustainable development of communities within their jurisdictions. District municipalities are created to ensure the provision of services that cannot be efficiently provided by local municipalities alone
Meat Naturally	Meat Naturally is a collaborating partner and will be a member of the MLL collaboration platforms. Meat Naturally partners with government and NGOs to offer rural farmers formal training on regenerative grazing techniques, rangeland restoration practices, cattle management, stock theft patrol, and predator control. They also operate in the Barberton MLL. MNA brings together livestock farmers, NGOs, meat buyers, and stakeholders in the meat value chain. MNA provides education, farming resources, grazing expertise, and market opportunities towards the restoration of

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
	Africa's rangelands. They support the implementation of the sustainable agriculture interventions across Grasslands and Barberton MLLs.
Provincial House of Traditional and Khoi-San Leaders	They are proposed to be a collaborating partner and will be a member of collaborating platform.
Indigenous Knowledge Groups	Representatives of the Indigenous Knowledge Groups will be collaborating partners and will be members of the MLL collaborating platform. Indigenous Knowledge Groups will be identified as part of the process to develop an MLL wide Stakeholder Engagement Plan as recommended in the Stakeholder Engagement Plan and Social Inclusion Planning framework.
Provincial People and Parks Forum	They will be collaborating partners and will be members of the MLL collaborating platforms.
Local communities in Upper Tsitsana Traditional Authority and Maloti Thaba Tsa Metse Traditional Authority, including Villages around Ongeluksnek NR; Pitseng Farmers Association	These communities have already been identified and are proposed as project collaborating partners and will be members of collaboration platforms. Members of these communities are engaged in conservation and sustainable development in the area. They have also been actively and extensively engaged either through the process of establishing the Grasslands National Park or the work of the Umzimvubu Catchment Partnership. In the case of the Maloti Thaba Tsa Metse Traditional Authority, extensive engagement has taken place over more than ten years and has culminated in the local communities agreeing to declare parts of their land as a Protected Environment under NEM: PAA. These engagement processes have shaped the proposed project activities put forward for this landscape.
Specific to the Barberton-Makhonjwa part of the Greater Kruger MLL	
Care for Wild	Care for Wild are proposed to be a project collaborating partner and will be a member of the collaboration platforms. Care for Wild is a registered wildlife rehabilitation centre and has entered into Memorandum of Understanding (MOU) with SANParks formalising a partnership on joint efforts to rehabilitate and care for injured and orphaned rhinos. Care for Wild provides support to the Mpumalanga Tourism and Parks Agency (MTPA) in respect to the management of Barberton Nature Reserve and this is in terms of a Memorandum of Agreement between the two parties. The designated management authority of the Barberton Nature Reserve and Songimvelo Game Reserve is the MTPA. The organisation works extensively with the Lomshiyo Community Trust. Activities undertaken by Care for Wild at the Barberton Nature Reserve creates over 455 direct jobs, and in total they support over 600 jobs in the broader economy. They currently manage 9 community projects, one of which is the Junior Rangers Programme with 32 participants, and they host over 580 interns to assist as field rangers, firefighters, security and other general services. Another 150 community members are employed through the Care for Wild-Lomshiyo Community Trust agricultural partnership. Care for Wild has actively

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
	engaged with other traditional authorities in the MLL towards building a programme of work for nature positive socio-economic development.
SANParks	Refer to the above-described role of SANParks. In this MLL, the Kruger National Park and the rhino rehabilitation programme are deemed core constituent initiatives within the GEF 8 funded MLL project.
Mpumalanga Tourism and Parks Agency (MTPA)	MTPA is proposed to be a member of Project Steering Committee and will be collaborating partner and member of the MLL collaboration platforms. The MTPA will be a co-financing partner. The MTPA plays a crucial role in promoting tourism and conserving biodiversity in the Mpumalanga province. It operates as a Schedule 3C Public Entity. They are a key partner in the institutionalisation of this MLL objectives in provincial parks and through co-management agreements with communities, as well as coordination with tourism organisations.
Local Municipalities located in this MLL (6 of these)	Representative of the local government will be collaborating partners. The mandate of local municipalities in South Africa encompasses a wide range of responsibilities aimed at promoting the well-being and sustainable development of communities within their jurisdictions. District municipalities are created to ensure the provision of services that cannot be efficiently provided by local municipalities alone
Provincial House of Traditional and Khoi-San Leaders	They are proposed to be a collaborating partner and will be a member of collaborating platform.
Indigenous Knowledge Groups	Representatives of the Indigenous Knowledge Groups will be collaborating partners and will be members of the MLL collaborating platform. Indigenous Knowledge Groups will be identified as part of the process to develop an MLL wide Stakeholder Engagement Plan as recommended in the Stakeholder Engagement Plan and Social Inclusion Planning framework.
Provincial People and Parks Forum	They will be collaborating partners and will be members of the MLL collaborating platforms
Local residents/ traditional communities in Lomshiyo Traditional Area including Mandela, Noordkaap, Sheba, Gaza, Louieville, Lows Creek, Shalock, Shiyalongubo, Verulam, Fairview Mine, Matsulu. Other traditional communities with land rights in in the MLL – around Mjejane, Mtethomusha, Barberton, Songimvelo. Local residents/communities in the Ebutsini Traditional Authority (including Aarnhemburg,	These communities are already identified and are proposed as project collaborating partners and will be members of collaboration platforms. They are engaged in conservation and sustainable development in the area. Traditional Authorities have been engaged through the process of developing a landscape vision with the Barberton-Makhonjwa World Heritage Site and Barberton Nature Reserve at the core. Care for Wild, in its role as designated management authority for Barberton Nature Reserve, has facilitated this process with a view to promoting nature-positive rural socioeconomic development within the landscape. Further target communities are to be identified and engaged as part of the process to develop an MLL wide Stakeholder Engagement Plan as recommended in the Stakeholder Engagement Plan and Social Inclusion Planning Framework.

Stakeholder	Role and responsibility in achieving global environmental benefits in this project
Mooiplaas, Mooiplaats, Stinini), and the Nkhaba Traditional Authority (including Nhlaba, Ngonini, Kroomdraai, Elukhetseni)	
Meat Naturally	Meat Naturally is a collaborating partner and will be a member of the MLL collaboration platforms. Meat Naturally partners with government and NGOs to offer rural farmers formal training on regenerative grazing techniques, rangeland restoration practices, cattle management, stock theft patrol, and predator control. They also operate in the Barberton MLL. MNA brings together livestock farmers, NGOs, meat buyers, and stakeholders in the meat value chain. MNA provides education, farming resources, grazing expertise, and market opportunities towards the restoration of Africa's rangelands. They support the implementation of the sustainable agriculture interventions across Grasslands and Barberton MLLs.

Livelihoods and socioeconomic conditions of IP&LCs

There are no IPs identified in any of the three MLLs, and the project uses a social inclusion approach to address the issues of marginalised and vulnerable groups. Vulnerability is a core social concern that cuts across all facets of African societies. The livelihoods and socioeconomic conditions of the Local Communities within the three Mega Living Landscapes (MLLs) are described below:

Greater Kruger (Barberton-Makhonjwa) MLL

The Greater Kruger (Barberton-Makhonjwa) MLL is home to approximately 1.69 million people, with a steadily growing population density. Most residents live in freestanding brick houses, and while nearly all have access to electricity, water availability is inconsistent—only 41% have piped water inside their homes, while others rely on communal taps, boreholes, or vendors. The population is predominantly Black African, and a significant portion consists of working-age individuals. However, economic opportunities remain scarce, leading to a high unemployment rate of 31.3%.

Many households rely on social grants to sustain their livelihoods, with women making up the majority of recipients. The Child Support Grant is particularly crucial, reflecting the area's economic hardships and the high proportion of children in the population. Education levels are relatively low, with about a third of residents having little or no formal schooling. School dropout rates are rising, further limiting access to skilled employment.

The local economy is heavily dependent on mining, particularly gold extraction, alongside manufacturing and agriculture. While the mining sector has been a historical economic driver, it operates within environmentally sensitive areas, necessitating careful management to balance resource extraction with conservation efforts.

Eastern Grasslands MLL

The Eastern Grasslands MLL is a largely rural region with a population of about 472,000. Historically affected by political disinvestment, the area has struggled to attract economic development. It has a

lower percentage of working-age residents than the national average, with women forming a slightly larger share of the labor force. Many households are still based in traditional dwellings, and while electricity is widely available, access to clean water remains a challenge. A significant number of residents rely on rivers and dams for water, making them vulnerable to environmental changes.

Livestock farming is the primary source of income for many families, with cattle and sheep providing financial security. However, overgrazing, land mismanagement, and small-scale mining activities threaten the sustainability of these rangelands. Without proper land management practices, soil erosion and the encroachment of invasive vegetation further endanger livelihoods.

Unemployment in the Eastern Grasslands MLL is alarmingly high, exceeding 40%. A substantial number of people are not economically active, relying instead on social grants to meet basic needs. Education levels are low, with nearly half of the population lacking formal schooling or only having some primary education. The limited access to education and vocational training makes it difficult for residents to break the cycle of poverty.

Greater Addo MLL

The Greater Addo MLL extends across multiple provinces, with a population of nearly 200,000. Unlike the other two MLLs, its population growth has been slow, showing near stagnation over the past decade. The majority of households live in formal housing with reliable electricity access. Water infrastructure is relatively better developed, with most homes having piped water either inside their dwellings or within their yards.

Employment levels are somewhat better than in the Eastern Grasslands, but challenges remain, with an unemployment rate of 24.3%. Many people are not economically active, limiting the potential for local economic growth. Education remains a significant issue, as nearly 40% of residents have little to no formal schooling. Only a small fraction—about 4%—have completed higher education, which constrains opportunities for skilled employment.

Common Challenges and Socioeconomic Trends

Across all three MLLs, unemployment and economic hardship are persistent issues, leading to a heavy reliance on government social grants. Women, in particular, bear the economic burden, as they make up the majority of grant recipients. The lack of educational attainment further exacerbates these challenges, preventing many individuals from accessing better job opportunities.

Environmental concerns, such as land degradation, poor water access, and competition for natural resources, pose additional threats to sustainable livelihoods. In the Eastern Grasslands, overgrazing and land mismanagement jeopardize the future of livestock farming, while in Greater Kruger, mining activities must be carefully regulated to prevent ecological damage.

While some regions, like Greater Addo, have relatively better infrastructure, economic opportunities remain limited, leading to a large portion of the population being unemployed or not actively participating in the labor force. Addressing these issues requires a combination of job creation, improved access to education, and sustainable resource management to ensure long-term stability for these communities.

C. PROJECT DESCRIPTION

Instructions: 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[4] 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). Provide a concise explanation of the theory of change that describes the project's logic for addressing the problems described in Section A and achieving the intended global environmental benefits. Include a diagram to help show the overall project's logic, outputs, and outcomes.

As stated above this GBFF project and a sister project funded by the GEF8 entitled: "Reimagining National Parks for People and Nature – Mega Living Landscapes Project, GEF ID 11347", together form one integrated MLL initiative.

The Theory of Change of this project is built upon the threats, barriers and baseline presented in the previous section. It is based on the logic that,

IF

- Landscape level financing frameworks and funding strategies are developed through a collaborative stakeholder driven process.
- Durable new financial mechanisms are identified and additional resources secured for the three landscapes
- SANParks is capacitated to be able to source and effectively use additional financial resources.
- Capabilities of organisations and individuals within the landscapes are enhanced and built, to source and implement these financial mechanisms to build/expand the ecotourism, sustainable agriculture, restoration and wildlife economies, underpinned by the Protected Area Network (PAN).
- SANParks demonstrates their leadership and role to integrate long term financial planning into management of MLLs - inside and outside of national parks - with diverse landowners/users and land uses, building momentum and scale, and aligned enterprises across the value chains that support local livelihoods
- IP&LCs are included as custodians of MLLs, and their capabilities are increased to lead stewardship/improved rangeland management and to take up the socio-economic opportunities generated in the ecotourism, sustainable agriculture, restoration and wildlife economies

THEN, the project will be catalytic enabling,

- The emergence of a social license to establish MLLs.
- Collaborative action to source durable financial mechanisms.
- The biodiversity sector's potential for social and economic transformation within the ecotourism, sustainable agriculture, wildlife and restoration sectors.
- Local communities to drive entrepreneurship opportunities and socio-economic benefits in the ecotourism, wildlife, sustainable agriculture and restoration sectors.
- The expansion and improved management of the Protected Area Network, as one aspect of a mosaic of land uses within the landscape to enhance national efforts to attain global conservation targets and commitments, such as Target 3.

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[4] Enabling Elements for Good Project Design: A synthesis of STAP guidance for GEF project investment: https://stapgef.org/resources/advisory-documents/enabling-elements-good-project-design-synthesis-stap-guidance-gef

THUS, enhance the effective establishment and management of three Mega Living Landscapes (MLLs) in South Africa by developing and implementing durable financial mechanisms for them.

This TOC is built on the following assumptions: (i) that there is sufficient consensus amongst a critical mass of stakeholders at the landscape level necessary to build and sustain landscape level financing plans and strategies; (ii) that SANParks and partner leadership will demonstrate and inspire resource mobilisation across the public, community and private sectors in each landscape; (iii) that the building of capabilities and allocated staff and partnerships will be sufficient to implement projects activities; (iv) that sufficient local socio-economic benefits will be realised to generate a social license from local communities for MLLs; and (v) that finances mobilised are sufficient for the effective establishment and management of MLLs and thus the achievement of Target 3.

Figure 1: Detailed Project Theory of Change Diagram
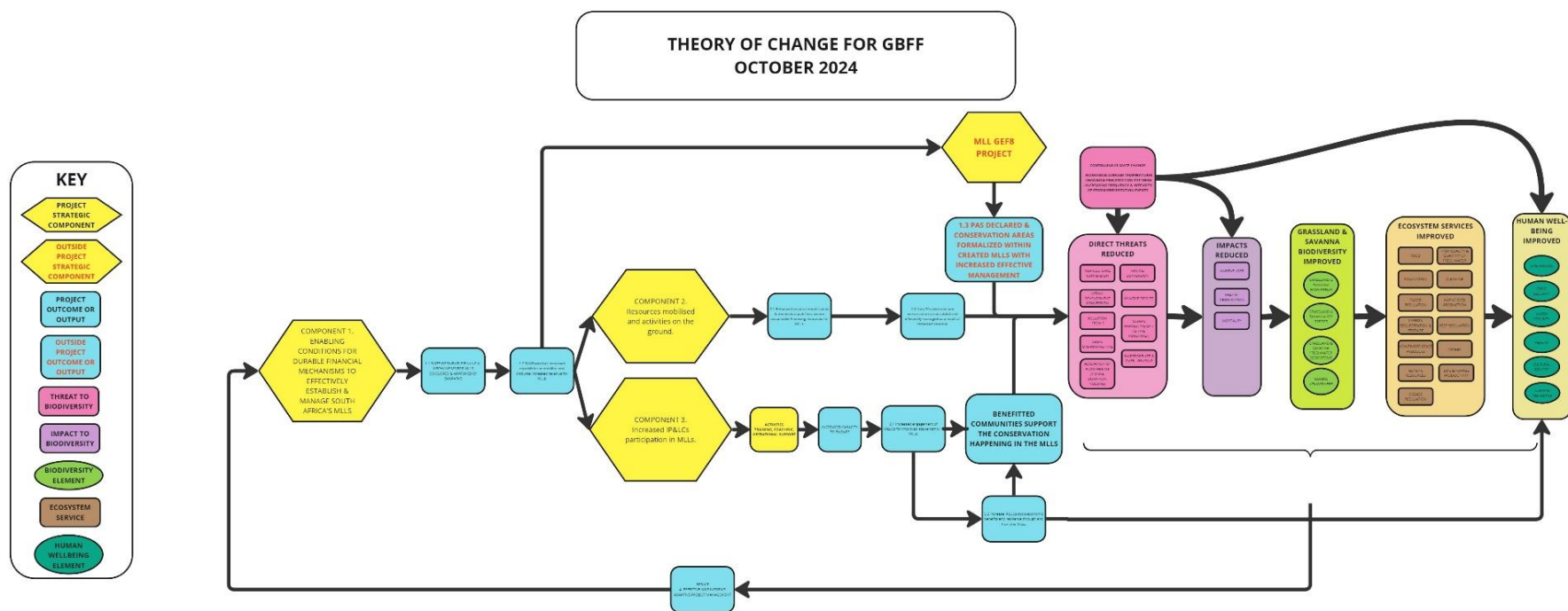
Project Strategies, Outcomes and Outputs

This section explains the ToC in more detail describing per Strategic Component what the Outputs are and why they will lead to the Outcomes. The issues of how relevant stakeholders will contribute to developing and implementing the project, how global environmental benefits will be generated and be enduring, the impact on policy, how knowledge will be generated and shared and the way in which the Project is transformative is addressed throughout the description. Critical assumptions and risks to the project are assessed.

Activities will be implemented with a gender sensitive approach, considering that, in the communities, men's and women's differential roles, responsibilities and daily practices directly influence their uses and needs for natural resources and access to economic opportunities. The project will ensure that access to resources and opportunities for training, information and decision making are equitable and transparent for all community members, including women, at the household, community, and landscape levels. Some of the interventions are focused on women, while others tend to be more male dominated.

Component 1: Enabling conditions for durable financial mechanisms to effectively establish and manage three of SA's MLLs.

Components 1 and 2 of the GBFF project aim to develop enabling conditions for durable financial mechanisms and mobilise resources to secure the long-term sustainability of the Mega Living Landscapes (MLLs). This includes allocation of resources to specific activities to build these mechanisms, the establishment of financing frameworks and structures at landscape level, and equipping SANParks and landscape teams with the capacity to manage and mobilize resources effectively while ensuring alignment between national strategies and landscape-specific efforts.

The pictorial representation of how the GBFF sustainable financial framing will look like is shown below:
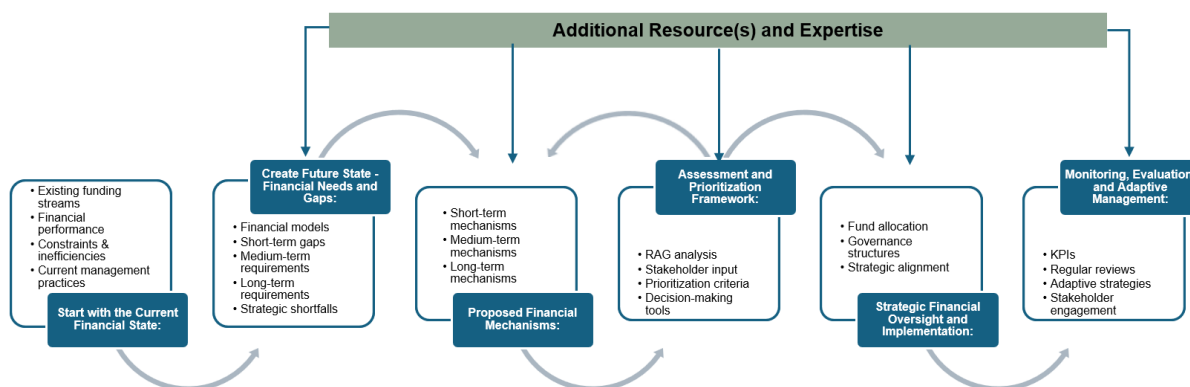
Figure 2: GBFF financial framing

The establishment of each of the MLL, funded by the GEF8 project, envisages that a bottom-up stakeholder vision is developed, multi-stakeholder forums are established, landscape framework plans are developed, capabilities to establish and expand the MLLs are developed, and socio-economic opportunities are enabled. The GBFF focuses on the development financing and development of durable financing mechanisms as well as socio-economic opportunities. A small amount of PA expansion and management effectiveness, and land under improved biodiversity management also occurs.

Outcome 1.1. SANParks has increased capabilities to mobilise and disburse increased revenue for the three MLLs.

Capability is the ability to do something. In reference to organisations this includes resources, competencies, skills, core processes, procedures and systems. In other words, capabilities include the context in which individual and collective action is taken. If the capabilities across institutions are strengthened, then the chances of successful delivery increase exponentially.

SANParks has committed to put its full organisational force behind delivering the MLL Vision, recognising that this requires substantial change in its own operations and capabilities. Key features of this future changed role are working both inside and outside of national parks with diverse landowners and land uses, developing long term financial forecasting plans and approaches, increasing capabilities to mobilise financial resources, building momentum and scale, embracing non-land based but aligned enterprises that support and bolster the ecological and livelihoods vision, and securing resources necessary for long-term sustainability of their work. To execute this, SANParks requires agile leadership, some new capabilities and a process of change management.

This outcome, taken together with **Outcome 2.1 Enhanced resource mobilization & domestic capabilities secure sustainable financing resources for the 3 MLLs** will enable SANParks to a) investigate and decide how to build and where best to locate these financial capabilities; b) to contract appropriate human resources at the national and landscape levels as a kickstart; and c) to undertake certain catalytic activities.

A Senior Financial and Deal Structuring Specialist will be contracted at the national level to provide strategic leadership responsible for financial modelling, forecasting, deal structuring and financial stakeholder engagement. To support implementation at the landscape level, Sustainable Finance Officers will be embedded in each MLL. They will fulfil a generalist conservation finance role, assisting in building sustainable financial plans and sustainable finance mechanisms deals for the landscape. A part time Technical Advisor (TA), contracted for an initial 2.5-year period, will offer strategic oversight, identify catalytic financial mechanisms, and provide technical input for implementation frameworks. This coordinated approach will ensure that capacity building translates into actionable outcomes.

Under the Institutional Arrangements section, the role of sub-executing agencies is explained. In this project a sub-executing agency will be contracted to take responsibility for the development in each of the 3 MLLs of the Strategic Framework Plan (funded by the GEF 8) and Investment Framework for each landscapes, and the SANParks Funding Strategy for MLLs, both of which include long-term financial forecast models.

In cases where GBFF resources are used to contract human resources, this is for a limited number of years. The GBFF project with its focus on the development of durable financing mechanisms will be responsible to ensure financing is secured for the long-term viability of these resources. The standard PMU staff are funded for the full term of the project.

Output 1.1.1 Options study reviews current architecture of SANParks to mobilise & implement financial resources for MLLs (focused on the 3 but relevant to the 8) and proposes improvements, including how to increase required capabilities.
Key activities include:
- Contract the required financial human resources for delivery of the GBFF as explained above.

- Ensure the sub-executing agency, is contracted to undertake the responsibilities as explained above and in the Institutional Arrangements section below. Develop agreed workplans and ensure ongoing management of the sub-executing agency.
- Working closely with all relevant divisions, conduct an options study regarding SANParks current architecture to mobilise & implement financial resources for MLLs (focused on the 3 but relevant to the 8) and make recommendations.
- Investigate the capability gaps within SANParks to mobilise & implement financial resources for MLLs (focused on the 3 but relevant to the 8) and make recommendations regarding how these capabilities could be strengthened. Enhancing SANParks' capacity to access and implement funding mechanisms effectively. This includes the development of resource mobilization strategies, aligning with both national and landscape-level goals.

- Reflect gender and social inclusion aspects in options study and resource mobilization strategy and action plan.
- Once recommendations are approved support the implementation thereof.

Output 1.1.2 Integrated long-term financial planning to deliver the 3 MLLs developed & utilized. This will include development of an Investment Framework & high level long term forecast model for the 3 MLLs, and a detailed SANParks Funding Strategy for MLLs, with detailed forecast model linked to Budgets.
Key activities include:
- Developing a strategic Investment Framework and a high-level financial forecast model for each of the three MLL in collaboration with relevant stakeholders.
- Coordinate the processes required to achieve the above Investment Frameworks in a way that ensures buy-in from key stakeholders.
- The development of a SANParks overall Funding Strategy for the MLLs including a detailed long-term financial forecast model linked to Budgets and a process for its annual adaption and use.
- Once recommendations are approved support the implementation thereof.

Complementary with the MLL GEF 8 project on this outcome:
- Once the GEF8 funded processes of building a bottom-up stakeholder driven vision, collaborative platforms and Strategic Framework Plan in the three MLLs are completed, the GBFF funding will be utilised to develop a high-level forecast model and Investment Framework for the 3 identified MLLs. The GBFF funding will thereafter be utilised to create a SANParks overall MLL Funding Strategy including a detailed forecast modelling.
- The Institutional Arrangements that include the establishment of the PMU and MLL Hubs, contracting of sub-executing agencies is the same for both the GEF8 and the GBFF. See the Institutional Arrangements section for details.

Outcome 2.1. Suite of durable financial mechanisms for MLLs developed.
This outcome will include the identification and prioritization of financial mechanisms and identification of reforms needed to increase the ability of SANParks and partners to access and implement them.

Output 2.1.1 Identification and feasibility study of a suite of durable finance mechanisms.

Activities will include:
- Conduct a comprehensive market analysis and feasibility assessment regarding development of durable financial mechanisms for the 3 MLLs.
- The suite of durable financing mechanisms will consider:
  - Initiatives by SANParks & tourism/production private sector to improve revenue for conservation from tourism, game products value chains, and regenerative agriculture.
  - Community/Social initiatives supported by restoration related programs such as government's Extended Public Works Programme/Biodiversity & Social Program & the private sector's Youth Employment Service (YES).
  - The ToR for the development of the strategic investment framework and the high-level model will reflect gender and social inclusion aspects
  - Development of financing mechanisms that hold the potential for long term revenue such as restoration linked to carbon credits, Water Fund/Bond, rhino/specie/biodiversity bonds, and biodiversity offsets.
  - Strategic partnerships that leverage philanthropic finance, preferential access to markets or private sector value chains.
- Through a partnership with WWF, the project will participate in a feasibility assessment for a Project Finance for Permanence (PFP) as part of the broader strategy to establish durable financial mechanisms. This will determine whether the PFP is a viable approach for the MLLs and will align with the investment frameworks developed.

Output 2.1.2 At least two of the above mechanisms per each of the three MLL developed into detailed implementation plans, including explicitly showing how benefits will accrue to IP&LCs.
Activities will include:
- Technical and implementation plans for at least two financial mechanisms per MLL will ensure that the financial mechanisms are tailored to the specific socio-economic and ecological realities of each landscape.
- Work in collaboration with partners – finance, government, private and NGO institutions.
- Stakeholder engagement to ensure that local communities are actively involved, aligning financial strategies with both conservation and social goals. The stakeholder engagement and consultations will incorporate equal participation of women, men and the marginalized groups.

Complementary with the MLL GEF 8 project on this outcome:
- Key to the ability to identify financial mechanisms is the nature of work being undertaken on the ground, innovation and the track record of those delivering it. Thus, the progress of the GEF8 project in establishing MLLs is critical for the success of the GBFF.

Component 2. Resources mobilised and activities on the ground.

This component will mobilise new financial resources and will increase capabilities for implementation and deliver additional PAs & conservation areas and improve protected area management.

Outcome 2.1 Enhanced resource mobilization & domestic capabilities secure sustainable financing resources for the 3 MLLs.
Output 2.1.1 Implementation of at least two of the financial mechanisms per MLL developed under 2.1.1/2.

Key activities include:
- Close various partnerships deals with private sector, donors, and governments
- Implement, test and adapt.
- Roll out resource mobilization initiatives across the three MLLs.
- Effective utilization of funds secured.
- Reporting, monitoring and adaptive management.

Output 2.1.2 Capabilities programme: Improvements in capabilities to use forecast modelling, to develop financial strategies and raise & disburse financial resources approved and implemented by SANParks & MLL management teams.
Key activities include:
- Training programs on resource mobilization and financial forecasting to empower SANParks staff to explore innovative funding sources.
- Use new skills acquired in development of financial strategies to ensure both short-term and long-term funding streams are secured, addressing immediate operational needs and creating durable financing mechanisms.
- Ensure active and equal participation of women and men in forecast modelling, resource mobilization and deal making training

Complementary with the MLL GEF 8 project on this outcome:
- The ability to close deals and utilize funds successfully is critical for the durability of finance. An effective GEF8 delivery is thus critical to the success of the GBFF project.

Outcome 2.2 PAs declared, PAs with increased management effectiveness and improved management to benefit biodiversity outside of PAs.

The consolidation, expansion and creation of new Protected Areas in MLLs will be undertaken primarily through: a) The implementation of the Biodiversity Stewardship approach, by engaging with private and communal landowners and land rights holders to secure protected areas on their properties; and b) Land acquisition by SANParks and partners when strategic opportunities arise to address critical linkages in the landscape or where significant socio-economic opportunities may be realised through the purchase of land. Any land acquisition in the context of this project would be undertaken on a voluntary basis, with due consideration to South African legal requirements regarding land rights, particularly in communal areas.

Management of PAs will be improved to a higher level of effectiveness through management effectiveness assessments and implementation of recommended management improvement strategies. The METT[5] system will be used, with a focus on improvement of budget and financial aspects of the METT (details are contained in the Strategy Annex).

Output 2.2.1 Technical support to consult, identify, assess, and prepare legal & technical documentation required for declaration of new PAs and addition of conservation areas.
Key activities include:

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[5] It is noted that the GEF requires the Global METT be used in the project (it is a subset of the SA METT indicators).

- Engaging with private and communal landowners/holders within the Mega Living Landscapes to secure their properties or interest in stewardship as part of existing or as new protected areas, using existing partnership and structures already established to facilitate relationship building.
- Support to SANParks in negotiating the strategic purchase of land for the expansion of existing protected areas or the establishment of new ones.
- Technical support to MLL Hub with respect to stewardship process – landowner/holder negotiations, biodiversity assessments, management plans, annual plans of operation (APO).
- Provide technical support within the Biodiversity Stewardship mechanism to landowner/holders, including obtaining consent from the landowners; performing biodiversity assessments on properties; facilitating the property due diligence (together with the Legal Manager and Legal Admin Officer).
- Development of management plans for new protected areas, ensuring compliance with NEMPAA.
- Development of contractual agreements with landowners/holders in support of protected area declarations.
- Coordinating a single declaration process each year, together with SANParks, DFFE and provincial authorities, including relevant submissions to the Minister / MEC and coordinating the public participation process.
- Completing the administrative aspects of protected area declarations, including the final gazetting and title deed endorsements.
- Providing post-declaration support to landowners in implementing their management objectives, including assisting in the development of APOs; integrating the landowners into the MLL awareness workshops; assisting the landowner in accessing the fiscal benefits (Municipal Property Rates and Income Tax benefit (37D).
- A range of activities regarding sustainable agriculture focused on improving the management of biodiversity on these lands. These Sustainable Rangeland Management Interventions involve the partnership with suitable eco-agri partners will be measured in the Barberton MLL (10,000 ha) & Grasslands MLL (15,000ha) and 15,000 hectares in Addo (on the Mohair Empowerment Trust land). The way this will be monitored is through annual assessment of a) Number of hectares where a Grazing Agreement has been signed between suitable eco-agri partners and the local communal Farmers Association; b) Annual assessment of whether this Grazing Agreement has been implemented as done by suitable eco-agri partners and verified for purposes of carbon sequestration with the project providing technical support; c) Management plans for improved biodiversity management on the Mohair Empowerment Trust land.

Output 2.2.2 Effective management of existing PAs increased by new systems, TA and training for sufficient budget, security of budget and management of budget.
Key activities include:
- Review the GEF 8 METT baseline assessment with the relevant management authority of the identified protected areas and draft a Management Effectiveness Intervention Report.
- Perform subsequent GEF 8 METT assessments in year three and six with the relevant management authority of the protected areas listed above and draft a Management Effectiveness Intervention Report.

Complementary with the MLL GEF 8 project on this outcome:

- The GEF8 project is responsible for the large number of hectares of expanded PA, PA under improved management effectiveness and land under improved biodiversity management. The GEF8 project will lead the work in this regard, while the GBFF will add to this work.
- The physical areas where PA expansion and landscapes under improved biodiversity management will occur differ from the areas in the GEF8 project and there is no double counting. The areas are shown in the Maps contained in Annex E.
- The geographic areas where improved management effective will occur overlap with the GEF8 project, but the nature of the improvement differs. In the GBFF project this focuses on improving financial and budget aspects while in the GEF 8 the focus is on other METT matrix such as improved management plan.

Component 3: Increased IP&LCs participation in MLLs.

Project Component 3 aims to increase IP&LC (Indigenous Peoples and Local Communities) participation in MLLs by integrating socio-economic benefits with biodiversity management. This aligns with SANParks Vision 2040, emphasising biodiversity's role in driving socio-economic growth, job creation, and rural development. This project component enhances local community participation and benefits through pro-nature interventions in sectors like sustainable agriculture, eco-and-heritage tourism, the wildlife economy, and restoration, all underpinned by PA/CA expansion. These interventions build resilience and sustainable livelihoods within local communities.

Structured activities will build on existing initiatives to grow stakeholders' sectors, including tourism commercialisation plans, investment plans, value chain analyses, product development, and certification schemes. Increased investments in ecotourism and other sectors will create jobs and business opportunities for local communities. Pro-nature initiatives linked to community benefits will increase the chances of communities benefiting. SMME incubation support and skills development will be connected to entrepreneurial opportunities and job placements. Data collection tools like household surveys and socio-economic impact assessments will inform and adapt interventions.

Tourism interventions will provide significant socio-economic benefits for all MLLs. For example, the Greater Kruger (Barberton/ Makhonjwa) MLL can develop complementary tourism products. Feasibility studies and business plans will focus on areas like Barberton Nature Reserve, where a lodge development site has been identified. Addo has strong tourism growth potential due to its accessibility.

Sustainable agricultural sector interventions will occur in all MLLs, driving socio-economic benefits by supporting communal livestock owners in accessing markets, improving land-use management practices, and addressing over-grazing and ecological degradation.

Ecological Restoration Economy interventions across all MLLs will improve biodiversity management and socio-economic benefits, addressing issues like invasive alien plants, over-grazing, bush encroachment, and erosion. Developing a restoration strategic investment plan will leverage government and private sector funding, including traditional sources like the Expanded Public Works Programme (EPWP) and SANParks Biodiversity Social Projects (BSP). It will also explore corporate socio-economic development (SED) and enterprise development (ED) opportunities, ESG obligations, and corporate programs like the Investec Youth Environmental Services (YES) Programme. The strategic

investment plan will attract private sector investment partners for biomass utilisation and carbon credit generation.

The project will also leverage environmental education programs such as Kids in the Parks, Care for Wild's Environmental Education Programme with the Good Work Foundation, and Wilderness Foundation programs.

Wildlife Economy interventions, particularly in the Greater Kruger (Barberton-Makhonjwa) and Addo MLLs, will drive socio-economic benefits and improve PA management effectiveness and biodiversity management.

Local communities will benefit from SMME incubation, skills training, and job placements through bursaries and internships. An SMME incubation program will support enterprise development, improve business linkage opportunities, and expand market access in tourism, wildlife, sustainable agriculture, and restoration sectors. Jobs will be created through bursaries and internships linked to job placements in partnership. The training and employment of extension support officers (eco-champs or eco-trainers) will support sustainable rangeland conservation agreements.

The types and names of focal beneficiary groups from local communities are shown in the Table below.

Table 10: Identified IP&LC beneficiary groups per economic sectors of focus from three MLLs

Beneficiary types	Focal communities
In Tourism sector: Communities that have investment and business plans developed for tourism facilities on their land within the MLLs. Residents that establish new tourism ventures through SMMEs incubation support. Residents trained and employed within existing and future tourism facilities within the MLLs.	**Grasslands:** • Upper Tsitsana and Pitseng Farmers Association • Villages around Maloti Thaba Tsa Metsi PE on state-owned communal land • Villages around Ongeluksnek NR
Sustainable agriculture: Owners of livestock on communal lands that form livestock owners' associations and enter into conservation agreements for sustainable rangeland management practices and better animal production. Herders & residents from villages on communal lands who are trained and employed (mid-level extension officers, eco-trainers, eco-champs) in support of the sustainable rangeland management initiatives. Specific landowner groups, such as those targeted by the Mohair Empowerment Trust. Land rights holders and employees that participate in agro-ecological projects.	**Barberton:** Residents living in the villages: • Mandela, Noordkaap, Sheba, Gaza/Louieville/Lows Creek, Shalock (Sincobile): Shiyalongubo, Verulam/Fairview Mine, Matsulu. • Lomshiyo Community Trust • Other traditional communities with land rights in in the MLL – around Mjejane, Mtethomusha, Barberton, Songimvelo.
Wildlife economy:	**Greater Addo:**

Landowners and existing protected areas that have culling requirements as part of the ecological management of their conservation and protected areas. Villages adjacent to PAs that receive wildlife donations from SANParks and provincial conservation authorities. Residents that establish new wildlife economy ventures through SMMEs incubation support. Participants in training on wildlife products value chains. Residents employed by wildlife ranches as economy grows.	Residents living in the following towns: • Graaf-Reinet • Craddock, • Somerset East • Cookhouse • Kirkwood • Thembalesize • uMasizakhe • Jansenville • Klipplaat • KwaZamukuncinga • Waongalethu
Restoration economy: The extension staff employed to assist landowners and land rights holders in guiding their ecological restoration efforts. Residents who are employed to undertake restoration activities in private or public restoration initiatives. Residents that establish new restoration economy ventures through SMMEs incubation support - e.g., small businesses that contract services for invasive alien plant management, erosion control, fire management.	

Outcome 3.1 Increased engagement of IP&LCs for improved participation and stewardship in the 3 MLLs.

This outcome focuses on building local community participation through a) capacity building of local organisations focused on governance, administration and legal obligations, b) an SMME incubation programme which promotes small enterprise development so that they can provide products and services required by tourism/game/restoration sectors and which promoted market access through the implementation by businesses and SANParks of preferential procurement; c) Training and bursaries linked to job placements.

Output 3.1.1 Skills development and SMME incubation support for IP&LCs to be active participants in & beneficiaries of the 3 MLLS. The training materials developed and provided will apply a gender responsive and socially inclusive lens.

Outcome 3.2 Increase IP&LCs socio-economic benefits and resilience through and from the 3 MLLs.
This outcome focuses on the initiatives across the economic sectors described above and will aim to promote equitable benefit for women, men and marginalised groups from tourism, wildlife and restoration sectors incubation processes. Under Outcome 3.2. there is 1 Output.

Output 3.2.1 Portfolio of inclusive and sustainable socio-economic development initiatives developed and implemented, creating MLL-based opportunities for local community enterprises, and livelihoods upliftment, with focus on women-led and youth-led initiatives.

Activities related to each Output are shown in the summary table below that also shows what the GEF 8 project will fund. This Table shows the complementarity between the GBFF and GEF 8 and makes it clear that there is no double funding or duplications between the two projects.

Table 11: Potential Activities per Outputs for GBFF Component 3 and GEF 8 Component 2 and per MLLs

GEF 8 and GBFF Activities	Addo	Barberton	Grasslands
Tourism Interventions			
2.1.1 Portfolio of inclusive and sustainable socio-economic development initiatives (GEF8)	- Commercialization strategy & investor prospectus for the north-western part of the AENP. Investor attraction supported through SANParks-BDU	None from GEF8 funds, as covered by GBFF as indicated below.	None required as not priority for Grasslands MLL where tourism isn't dominant.
3.2.2 Portfolio of socio-economic development initiatives (GBFF)	None from GBFF funds, as covered by GEF8 as indicated above.	- Feasibility study and business plans for tourism development, for example Lomshiyo lodge development. - Investor attraction supported through SANParks-BDU	None required as not priority for Grasslands MLL where tourism isn't dominant.
	SANParks MLL branding, marketing and communication guidelines		
Sustainable agricultural and/or restoration interventions			
2.1.1 Portfolio of inclusive and sustainable socio-economic development initiatives (GEF8)	- Development of a restoration economy strategic investment plan & programme integrating best practice, monitoring, spatial planning & how to crowd in restoration finance for jobs. - Leverage government & private sector funding to support ecological restoration including SANParks BSP, EPWP, SED/ED funds, ESG from corporates or replicating the Investec YES Program funding. - Interventions to develop an agreed upon sustainable grazing system and monitoring tools. - Household surveys & process to leverage cookstoves for communities adjacent to Camdeboo National Park.	- Undertake spatial planning and monitoring to inform strategic restoration activities. - Sappi partnership around the restoration of areas of land that fragment the landscape. - MeatNaturally partnership on sustainable rangeland with communal farmers includes employment of 60 Eco-trainers. - Governance and administrative training of livestock owners' associations	- Undertake spatial planning to inform strategic restoration activities. - Development of a restoration economy strategic investment plan. - Leverage government & private sector funding to support ecological restoration including SANParks BSP, EPWP, SED/ED funds, ESG from corporates or replicating the Investec YES Program funding. - MeatNaturally partnership on sustainable rangeland with communal farmers includes employment of 60 Eco-trainers. - Governance and administrative training of livestock owners' associations
3.2.2 Portfolio of socio-economic	None from GBFF funds, as covered by GEF8 as indicated above.	- Household surveys & process to leverage cookstoves for communities adjacent to Camdeboo National Park.	- ERS partnership on sustainable rangeland with communal farmers includes employment of Eco-champs.

development initiatives (GBFF)		- Process activities to enable implementation of Reusable Nappy Project. - Environment education program.	- Process activities to enable implementation of Reusable Nappy Project.
Wildlife Interventions			
2.1.1 Portfolio of inclusive and sustainable socio-economic development initiatives (GEF8)	- Development of a high-level wildlife economy strategic and investment plan. - Wildlife certification scheme piloted.	None from GEF8 funds, as covered by GBFF as indicated below.	None required as not priority for Grasslands MLL where wildlife isn't dominant.
3.2.3 Portfolio of socio-economic development initiatives (GBFF)	- Wildlife investment plan stimulates wildlife economy.	- Development of a Wildlife Economy strategic investment plan, value chain analysis, including spatial analysis and the identification of wildlife economy hubs.	None required as not priority for Grasslands MLL where wildlife isn't dominant.
Skills and SMMEs			
2.1.2 Capacity building and skills development for local communities (GEF8)	- Tourism SMMEs incubated. - People placed in jobs, as recorded by SA College of Tourism (SACT), after having received bursary and then internship. - Wildlife SMMEs incubated. - Restoration SMMEs incubated. - Training of community members in veld management. - Socio-Economic Impact Assessment to determine the direct, indirect and induced impacts of the Addo MLL on community livelihoods.	None from GEF8 funds, as covered by GBFF as indicated below.	None from GEF8 funds, as covered by GBFF as indicated below.
3.2.1 Skills development and SMME incubation support for IPLCs (GBFF)	None from GBFF funds, as covered by GEF8 as indicated above.	- Tourism SMMEs incubated. - People placed in jobs, as recorded by SA College of Tourism (SACT), after having received bursary and then internship. - Wildlife SMMEs incubated. - Wildlife product training and capacity development. - Restoration SMMEs incubated. - Socio-Economic Impact Assessment to determine the direct, indirect and induced impacts of the Barberton MLL on community livelihoods	- Restoration SMMEs incubated. - Tourism SMMEs incubated. - Socio-Economic Impact Assessment to determine the direct, indirect and induced impacts of the Grasslands MLL on community livelihoods.

Component 4. Project Monitoring & Evaluation and Knowledge Management.
4.1 Effective project M&E and Knowledge Management.
Under this outcome the PMU and partners will follow an M&E plan to monitor and report on project progress and to adapt as experience grows. The following reports will be provided: Annual Work Plan and Budget; Bi-annual Project Progress Report; Quarterly Financial Report; Annual adaptive management workshop Report; Mid-term and Terminal Evaluation Reports (including GEF METTs). The project will implement a robust gender responsive Monitoring and Evaluation plan that collects both gender and sex-disaggregated data with gender sensitive collection methods and meaningful metrics for assessing benefits to IP&LCs. All project-level reports will include information on the implementation of the gender mainstreaming plan.

Under this Outcome the project will also ensure systematic knowledge capture, sharing, and learning during project implementation, complementing the GEF 8 MLL project mechanisms for documenting best practices, and scaling successful approaches, ensuring lessons from the MLL implementation pilot are planned to inform the establishment of the other five MLLs. Knowledge products, lessons learned, and good practices capture gender dimensions and successful gender equality and women's empowerment interventions and that these are widely disseminated.

Output 4.1.1 Project monitoring, including independent mid-term and terminal evaluation.
Key activities include:
- M&E reports, including project progress reports,
- Midterm evaluation (including completed Core Indicator tables and GEF METTs).
- Terminal evaluation (including completed Core Indicator tables and GEF METTs).

Complementary with the MLL GEF 8 project on this Component:
- Annual reflection workshops, between main stakeholders, held with a Report prepared to capture key lessons and actions for incorporation into the next year's AWP.

Output 4.1.2. Knowledge management products & activities delivered.

- Under this output, knowledge products covering topics relevant to MLLs will be developed and shared in the platforms and communities of practice developed by the MLL GEF 8 project.

Incremental cost

Table 12 summarizes the incremental value of the GBFF MLL project.

Component	Baseline (business as usual scenario)	Alternative scenario (with GEF project)	Global Environmental Benefits
Component 1 Enabling conditions for durable financial mechanisms to effectively establish & manage three of SA's MLLs.	SANParks will continue to face challenges in resource mobilization due to inadequate institutional capacity, a lack of long-term financial planning, and fragmented national and landscape-level strategies. The absence of financial expertise will continue to hinder sustainable financing, resulting in missed opportunities. Short-term planning will continue to limit the continuity of conservation funding, while misalignment between national and landscape priorities will hinder coordination.	The GBFF project aims to build institutional capacity, develop long-term financial models, and integrate national and landscape-level planning to ensure adaptive, resilient, and strategic financial management for conservation efforts.	The project will create 50,000 ha of new protected areas and will improve the financial aspects of the effective management of 892,750 ha existing protected areas.

The project will improve rangeland management in 40,000 ha outside of protected areas. |
| Component 2 Resources mobilized and activities on the ground. | SANParks will continue to struggle with limited and unstable financial resources, primarily relying on government funding and traditional donor support, which are often insufficient for long-term conservation and socio-economic goals. This challenge is expected to intensify with the establishment of MLLs, as financial demands increase. Additionally, the lack of diverse financial mechanisms will make the financial future of these landscapes uncertain. | The GBFF project will focus on diversifying funding sources by identifying and piloting new landscape-specific financial mechanisms while strengthening existing revenue streams through tailored financial strategies and implementation frameworks, ensuring long-term financial sustainability | The project will provide socioeconomic benefits to 7,837 people. |
| Component 3. Increased IP&LCs participation in the 3 MLLs. | Achieving financial sustainability for the MLLs depends on strong stakeholder engagement and equitable partnerships. However, limited involvement of key groups—such as local communities, the private sector, NGOs, and donors—will continue to restrict opportunities to develop innovative financial mechanisms and leverage additional resources. Without active participation, new revenue streams will remain untapped, and financial | The project will enhance stakeholder collaboration by fostering partnerships across sectors. It will ensure that communities, private sector partners, and donors are actively involved in designing and implementing financial mechanisms, guaranteeing fair benefit distribution. When communities are engaged | |

	benefits risk being unequally distributed, particularly to the detriment of local communities. Conservation initiatives will continue to fail in providing sufficient socioeconomic benefits to IP&LCs and will fail in getting IP&LC support.	as custodians of conservation efforts and included in benefit-sharing, their support for such initiatives grows. Strengthening relationships between protected areas and neighboring communities, as well as fostering partnerships between communities, NGOs, and government institutions will build trust, increase local support, and contribute to the long-term success of conservation projects in the MLLs.	

Institutional Arrangement and Coordination with Ongoing Initiatives and Project.
Instructions: 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 GBFF and GEF funded projects are part of a unified MLL initiative, sharing institutional arrangements and resources. These institutional arrangements align with SANParks' Vision 2040 and the organisation's governance framework.

The SANParks Executive Committee, CEO, and Board will have ultimate project oversight, ensuring adherence to prudent finance management and good governance according to organisational policies and delegated authorities, the PFMA, and contractual agreements with the GEF Secretariat.

The Institutional and Capability Strategy entails:

1. Establishing a Project Management Unit (PMU) at SANParks Head Office to lead the GEF8 and GBFF projects, coordinating efforts between landscape partners and SANParks departments, and ensuring accountability and the MLL. The PMU will manage the entire project by adhering to best practices in project management.
2. Strengthening partnerships and networks for collaboration and learning among government agencies, NGOs, and community groups.
3. SANParks, as the Lead Executing Agency, will partner with four sub-executing agents, to carry out the interventions and activities. Three of these are at landscape level and one across all landscapes, namely:
    o Sub-executing Agency Barberton MLL
    o Sub-executing Agency Grasslands MLL
    o Sub-executing Agency Addo MLL
    o Sub-executing agency across landscapes - for the 3 Framework Plans and Investment Strategies.
4. Creating three MLL Hubs, one in each landscape, with core contracted human resources to carry out project activities. The word "hub" is used as it is a colloquial term associated with creating a working unit at the heart of delivery in the landscape. Sub-executing agencies are organisations different from SANParks who will subcontracted to deliver certain aspects of the project within each MLLs and the Investment Strategies across all MLLs. The MLL Hubs are the combined human resources of the sub-executing agencies plus SANParks and any other key partners who will coordinate the implementation of the project activities in the MLL.
5. Leveraging staff within sub-executing agencies, seed financing identified human resource requirements, and technical assistants to support the institutional framework and project goals while enhancing staff capacity and landscape-level capabilities through learning, training, and mentorship.

Figure 3 below outlines how GBFF funds will flow, the communication and reporting lines, and the delivery organizations and partners at different levels.

MEGA LIVING LANDSCAPE
Institutional Arrangements Overview

- Funds flow
- Communication\Reporting
- Project Endorsement

GEF

WWF GEF Agency

DFFE GEF Focal Point

SANParks
Project Management Unit
MLL (GEF + GBFF)

Financing Strategy and Plan across landscapes Sub-executing agent

Project Steering Committee

MLL Hubs and Sub-Executing Agents

BARBERTON MLL Hub

Grasslands MLL Hub

Addo MLL Hub

Communication   Communication   Communication

Partners and networks in the landscape

Government | Academic institutions | NGOs | Local organizations | Community based organizations | Private sector
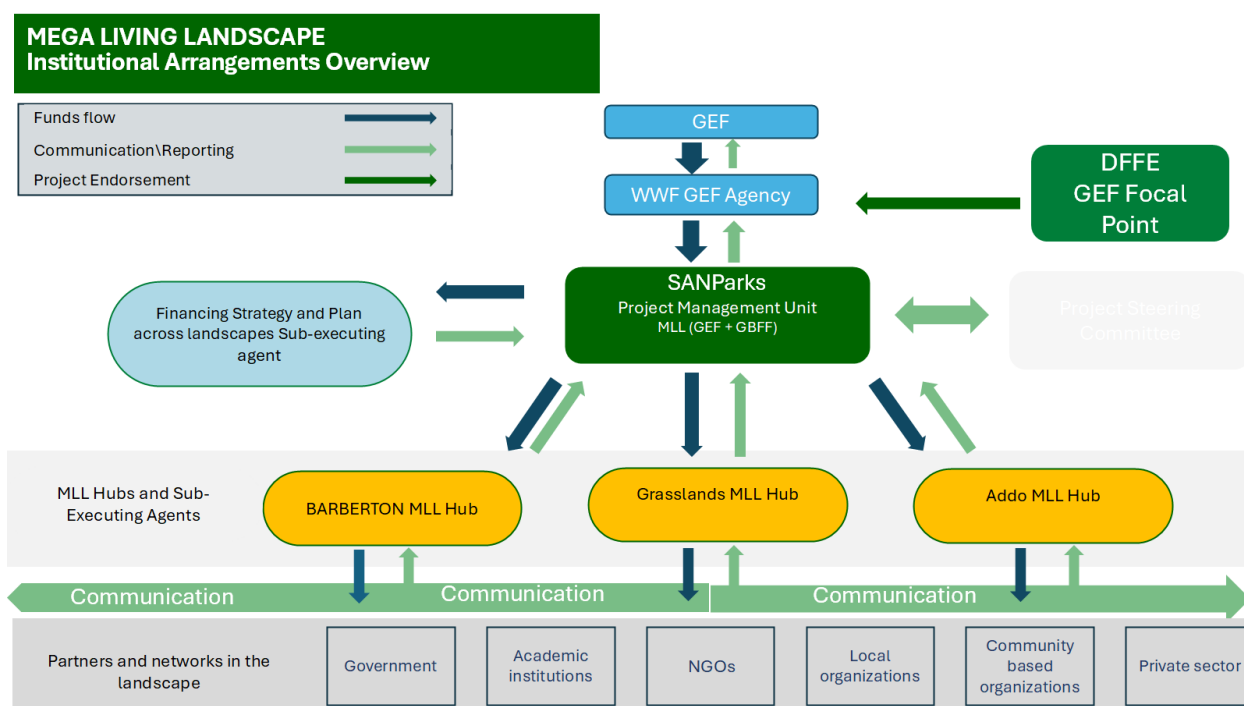
Figure 3: Institutional Arrangements Overview

In addition to the oversight by the SANParks Board, Executive Management Committee, and the CEO, key role players responsible for implementation, project execution, reporting, and monitoring during the six years are:

- **WWF USA:** As the GEF Implementing Agency, WWF USA administers and oversees GEF funds and projects, ensuring compliance with GEF and WWF policies. The agency manages relationships with key stakeholders, including the GEF Secretariat, STAP, GEF Council, and other GEF agencies. The agency manages relationships with relevant stakeholders and will be responsible for project funding administration, monitoring execution, and reporting to the GEF.
- **SANParks:** As the Lead Executing Agency, SANParks implements the GEF 8 and GBFF projects within the timeframe, the project plan and budget. The organisation will ensure social-economic and environmental impact at the MLL level and compliance with GEF and WWF policies. SANParks delegated staff also approves project-related institutional arrangements, budgets, and strategies, ensuring formal agreements with various other parties, including collaborators, are executed and reported.
- **Project Management Unit (PMU):** The PMU, established and operating according to policies and governance arrangements approved by the SANParks Board and as required by the GEF, is responsible for project implementation, managing the performance of sub-executing agents, ensuring policy compliance, managing finances, and reporting progress to the GEF Implementing Agency. It also engages with relevant stakeholders to facilitate project success.
- **Project Steering Committee (PSC):** The PSC provides strategic direction and oversees the strategic partners involved in the projects. It is established via invitation from the SANParks CEO and includes representatives from SANParks, SANBI, DFFE, WWF, MPTA, ECPTA, National Treasury, DALRRD, and Traditional Authorities. The PSC reviews progress in line with GEF

guidelines, supports stakeholder engagement, and seeks additional funding to enhance project outcomes.

Evaluation of Sub-executing Agencies and Decision-Making Process

To identify the best candidates to take responsibility for the project's delivery within each landscape, options for potential sub-executing agencies that test different delivery models were considered. Possible sub-executing agencies were assessed through initial due diligence, and all met the established criteria. As set out in the PPG phase, because establishing MLLs is new, a conscious decision was taken to test various partnership delivery models within each landscape. **Criteria** were developed for how to identify which organizations could be appointed by SANParks as sub-executing agencies to deliver the project targets within each landscape. The criteria are:

- **Credibility and Reputation within the landscape**: Assess the organization's consistency, integrity, community engagement, local presence, and staff diversity in terms of culture and language.
- **Conservation and Socioeconomic Development Expertise**: Evaluate the organization's operational duration, track record, and alignment with GEF8/GBFF project goals.
- **Governance, Transformation and Financial Systems**: Examine governance, staffing, funding, compliance with procurement standards, financial management practices, and internal controls to prevent fund misuse.
- **Institutional Contribution**: Consider what the organization brings to the project in terms of community acceptance, co-financing, strategic vision, and leadership.

After the GEF CEO has endorsed the SA MLL GBFF and GEF 8 projects, SANPARKS will finalize the process to select the Sub executing Agencies for each of the 3 MLLs, considering the predefined criteria and the interest from the potential Sub Executing agencies and will develop Grant Agreements with each of the selected organizations.

Seed funding will be provided by the GEF8 and GBFF to create the human resources required for implementation of the MLL initiative in the long term.

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

☐ Yes   ☐ No X

Instructions: 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 **GBFF investment will build from the following opportunities and linkages**:
- DFFE and other conservation agencies initiatives and lessons, for example:
    - White Paper on Conservation and Sustainable Use of SA's Biodiversity.
    - National Biodiversity Economy Strategy.
    - National Integrated Strategy to Combat Wildlife Trafficking.
    - DFFE/UNDP's BioFin initiative.
    - Lessons from stewardship implementation.

The PMU, hosted in SAN Parks, and with the support and oversight of SAN Parks project director and the guidance and support from the PSC, will ensure the project activities are well coordinated with any other DFFE and other conservation agencies initiatives and lessons, complementary to the MLL Initiative.

- The SANParks' Vision 2040 process and strategic processes for example:
    - The SANParks Rhino Range Expansion Programme and Rhino Conservation Strategy.
    - Socio-Economic Transformation (SET) Strategy.
    - The SANParks Land Inclusion Plan and Park Management Plans.
    - Climate Change Preparedness Strategy and Plans.

The PMU, hosted in SAN Parks, and with the support and oversight of SAN Parks project director, will ensure the project activities are well coordinated with other SANPARKS strategic processes complementary to the MLL Initiative.

- Previous and current GEF investments including:
    - GEF 7 "Catalysing financing and capacity for the biodiversity economy around Protected Areas" implementation, which is being implemented adjacent to the Addo MLL.
    - GEF 7 Country child Project "South Africa Biodiversity Economy and Illegal Wildlife Trade".
    - GEF 5 that focused on supporting improvement of the Supply Chain Management (SCM) systems and procedures of SANParks.
    - GEF 4 "Development, empowerment and conservation in the iSimangaliso Wetland Park and surrounding region" which generated useful community development innovations introduced through the Rural Enterprise Accelerator Programme (REAP).
    - The BIOFIN initiative.

The PMU will organize periodic coordination meetings with the PMU of active GEF projects listed above, to inform each other on project advances, and find synergies, coordination needs and solutions to common challenges.

- Previous extensive spatial planning work that has been undertaken by the sector including the Greater Kruger Strategic Development Framework (which was once approved by MINMEC as the best conservation model to be adopted), Greater Blyde Master Plan, documents on the case for Barberton Makhonjwa listing as World Heritage Site, various GEF projects in the planning domain of the 3 MLLs, relevant Biosphere Reserve and TFCA documents.

Core Indicators
Instructions: Indicate expected results in each relevant indicator using methodologies indicated in the GEF-8 Results Measurement Framework Guidelines.
Instructions: Explain the methodological approach and underlying logic to justify target levels for Core and Sub-Indicators (max. 250 words, approximately 1/2 page)
See GBFF - Core Indicator Reporting Excel worksheet.

Table 13: Core Indicators

Project Core Indicators		Expected at CEO Endorsement
1	**Terrestrial protected areas** created or under improved management (hectare)	**982,750 ha**
2	**Marine protected areas** created or under improved management (hectare)	
3	Area of **land and ecosystems under restoration** (hectare)	
4	Area of **landscapes under improved practices** (hectare)	**40,000 ha**
5	Area of **marine habitat under improved practices** (hectare)	
6	**Greenhouse Gas Emissions Mitigated** (metric ton of CO_2e)	
7	**Shared water ecosystems** under new or improved cooperative management (count)	
8	Globally over-exploited **marine fisheries** moved to more sustainable levels (metric ton)	
9	Chemicals of global concern and their waste reduced (metric ton of toxic chemicals reduced)	
10	Persistent organic pollutants to air reduced (gram of toxic equivalent gTEQ)	
11	People benefiting from GEF-financed investments **disaggregated by sex** (count)	**7,837 (60% W) (40 M)**

Core Indicator 1.1: Total: 50,000 ha (Addo: 20,000 ha, Grasslands: 20,000 ha, Barberton: 10,000 ha). The target corresponds to hectares of new protected areas created with project support, for which a government gazettement notice of PA declaration has been issued.

Core Indicator 1.2. Total: 892,750 ha. The target corresponds to hectares of existing protected areas for which the financial aspects effective management have been improved, and METT score has increased because of project support. The protected area where these will be measured is the CMZPE – its size is 892,750 and thus the quantum of land has been reduced by 59,350 ha from the 952,100 had that was indicated at the PPG request stage. METT baseline for CMZPE is 34%.

Core Indicator 4. 1 Total: 40,000 ha (Addo: 15,000 ha, Grasslands: 15,000 ha, Barberton: 10,000 ha). The Core indicator target corresponds to areas where sustainable Rangeland Management activities have been implemented in the Barberton MLL (10,000 ha) & Grasslands MLL (15,000ha) and Addo MLL (15,000 hectares).

Core Indicator 11. Total: 7,837 (60% W and 40% M) direct beneficiaries. Socio-economic benefits are embedded within the development of key sectors within the MLLs. By stimulating and growing these

sectors and their associated value chains numerous opportunities will emerge including the creation of SMMEs and jobs. The detailed breakdown of direct beneficiaries per sector is provided in the Results Framework.

Risks to Project Implementation

Tooltip - Summarize risks that might affect the achievement of desired outcomes and the mitigation measures which are planned or already undertaken to address these. The risk rating should reflect the residual risk to achieving outcomes after considering the implementation of mitigation measures. The rating scale is: High, Substantial, Moderate, Low. See the GEF Risk Appetite document (GEF/C.66/13) for more information and its Annex B for a description of each risk category. Note that the rating for the "Environment and Social" category should be the same as the risk rating for Safeguards.

Table 15: Risks

RISK CATEGORIES	RATINGS	ASSESSMENT AND MITIGATION MEASURES
		CONTEXT
Climate	Moderate	SA's biodiversity contributes significantly to the national economy, local livelihoods, and climate change resilience. The creation of MLLs enables natural ecosystem linkages for climate change mitigation and adaptation. The project will demonstrate that climate change impacts can be mitigated through the creation of large continuous corridors that allow for species migration and adaptation.
		It is expected that site level activities will have a largely positive impact for both people and biodiversity. Climate change and other environmental uncertainties create risks for agriculture. The adoption of sustainable agricultural and rangeland management practices in the three MLLs considerably reduces the risk by introducing far greater levels of resilience into both the ecological base that provides fodder for the animals and animal production, which is based on healthier animals that are more likely to be able to endure periods of drought and other environmental challenges.
		By restoring ecosystems, the natural capital upon which human livelihoods and economies depend can be safeguarded, the impacts of climate change can be mitigated.
		It is noted that climate variability may contribute to climate uncertainty. SA is currently experiencing a period of good rainfall, which is likely to be followed by a period of poor rainfall towards the end of project implementation period. This is likely to have an impact on the resilience of people and nature. This would include improved fire management regimes to reduce the incidence of extreme fire events.
Environment and Social	Moderate	Important to the project preparation process is the principle of 'do no harm'. This principle underlies all engagement with communities, landowners and other stakeholders. This requires looking at the social and environmental issues at play in the three MLLs with care and sensitivity and understanding of the many social problems linked to the high levels of inequality and poverty. The ESMF sets out the

		environmental and social risks to the project and how these are being addressed. It is however noted that risks are context/landscape related and therefore a case-by-case approach should be applied. To mitigate environmental and social risks, site specific ESMPs and SIPs are required as well as the implementation of the project's SEP and GAP. Guidance on preparing site level ESMPs and SIPs is provided in the ESMF.
Political and Governance	Moderate	South Africa has just come through a period of immense change in its political landscape. More change is expected during the Local Government Elections which will occur midway through project implementation. This is likely to cause some delays in implementation during the run up to the elections. The project however has limited influence over national, provincial and local government political shifts. Project implementation will therefore need to sensitively deal with changes in the political landscape at all levels and respond as these unfold in the three MLLs and nationally.
INNOVATION		
Institutional and Policy	Low	The project will build on and employ strategies and activities that have been thoroughly tested and successfully implemented in various previous interventions, including previous GEF investments. Furthermore, lessons learned from these interventions have been considered and integrated into the project's design, significantly reducing the potential for innovation risks. The practical implementation of the MLL concept is still to be tested particularly in respect to sustaining harmonized conservation approach in large expanses of land belonging to multiple owners. Additionally full impact of the project as per theory of change requires commitment and alignment of multiple stakeholder who are currently at different levels in terms of power, influence and interests in the project. To mitigate potential risks that may arise, the design of the project recognizes these factors and relevant performance measures of the PMU, the governing structures of the MLLs and sub- executing agencies will be set to intentionally co - create solutions, be inclusive, be collaborative and foster ease of communication with all key stakeholders and role players in order to fortify alignment and commitment levels of all.
Technological	Low	The project does not include technological innovations.
Financial and Business Model	Moderate	The project involves long term financial forecasting which has not been done before by SANParks.
EXECUTION		
Capacity for Implementation	High	Despite institutional weaknesses in some parts of the state, South Africa has a history of close to 30 years of strong

		project implementation and sustainability within the biodiversity conservation sector.
		Components of the project provide for strengthening institutions and building partnerships for collaborative implementation at MLL level. Lessons learned from existing landscape level collaborative platforms that are operational in SA have been incorporated into project design.
		Furthermore, the capabilities aspects of the project are aimed at the level of the individual within institutions and will contribute to repositioning SANParks and MLLs Hub partners to undertake landscape scale conservation.
		The policy environment in the sector continues to be robust and enabling. The project contributes significantly to the new White Paper and Biodiversity Economy Strategy.
Fiduciary	Moderate	The conservation sector has an excellent track record of financial responsibility as does SANParks which is a government entity with decades of clean audit reports. As part of the project preparation phase, a due diligence of SANParks and potential sub-executing entities was undertaken.
		Challenges with procurement within the public sector are being addressed through the selection of carefully vetted sub-executing partners from the NGO sector who can more nimbly and efficiently facilitate these processes.
Stakeholder	Moderate	This project is not likely to experience significant stakeholder engagement challenges. The project design team has engaged with an extensive range of stakeholders across the three MLLs and nationally. Stakeholders consulted have demonstrated a high level of interest in the project and willingness to engage and participate. It is however important to note that engaging with communities requires a facilitative approach to build and maintain trust.
		A detailed SEP has been developed to guide implementation. This includes guidance on applying the project's Grievance Redress Mechanisms, enabling stakeholders to report any concerns that may emerge during project implementation.
		Furthermore, the ESMP includes a detailed Social Inclusion Plan to facilitate engagement with all stakeholders, particularly vulnerable groups (women, youth and communities in traditional authority areas).
Other	Not rated	N/A
Overall Risk Rating	Moderate	The overall risk rating is Moderate. The large percentage of the risk categories above have been rated moderate, with some being rated low.

D.   ALIGNMENT WITH PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES

Instructions: Identify the specific GBFF Action Area(s) that the project is aligned with and how the project will support the achievement of the specific Action Area objective(s). Explain how the proposed interventions are aligned with the National Biodiversity Strategies and Action Plans and/or National Biodiversity Finance Plans or similar instruments to identify national and/or regional priorities. Please identify in the project tags which of the 23 targets of the Kunming-Montreal Global Biodiversity Framework the project contributes to and explain how in this section. 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)*

This transformative GBFF-funded project not only aligns with international commitments and national priorities but also effectively tackles critical biodiversity and conservation challenges:

Alignment with GBFF Targets and Action Areas:

1. **Action Area 1:** The project will support the delivery of South Africa's Target 3 goals through:
    o   Expansion of Protected Areas (PAs)
    o   Improved management of PAs
    o   Increased landscapes under improved management, benefiting biodiversity management.
2. **Action Area 2:** Under component 2, the project will directly support Indigenous Peoples and Local Communities (IP&LC) groups, ensuring their participation in decision-making, access to justice, and information related to biodiversity for all (Target 22).

Contribution to GEF 8 Biodiversity Focal Area:

*   The project will advance the GEF8 Biodiversity Focal Area Objective 1: "To improve conservation, sustainable use, and restoration of natural ecosystems."

Alignment with Country Priorities:

*   **National Development Plan (NDP) 2030:** The project demonstrates a strong commitment to protecting the environment and biodiversity, which addresses South Africa's most critical development challenge: accelerating growth while reducing inequality.
*   **White Paper on Conservation and Sustainable Use of South Africa's Biodiversity:** The project aligns with the White Paper and its four pillars.

Alignment with Multilateral Agreements:

*   **Convention on Biological Diversity:** Specifically, the targets set under Kunming - Montreal Global Biodiversity Framework (GBF) adopted in 2022 and which includes targets to:
    o   Conserve and manage at least 30% of the world's lands, inland waters, coastal areas, and oceans.
    o   Restore 30% of degraded lands by 2030.
    o   Secure $200 billion per year for biodiversity.
*   **United Nations Framework Convention on Climate Change:** The decisions and outcomes of the UNFCC COP27.

- **Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).**

E.   POLICY REQUIREMENTS

Gender Equality and Women's Empowerment*:

TOOLTIP: In the Portal documents tab, please upload the Gender Action Plan or equivalent, and any gender analysis or equivalent socio-economic assessment carried out during project preparation that identifies and describes any gender differences, gender differentiated impacts and risks, and opportunities to address gender gaps and promote the empowerment of women through the project. This should include any corresponding gender-responsive measures to address differences, identified impacts and risks, and opportunities. If gender-responsive measures have been identified, these should be reflected in the relevant project components, results, and M&E framework (e.g. specific activities, gender-sensitive indicators and sex-disaggregated targets)

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;
☒ improving women's participation and decision-making; and/or
☒ generating socio-economic benefits or services for women.

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

Despite decades of efforts, progress in improving women's lives remains inconsistent and off track, particularly in South Africa. Environmental benefits and burdens affecting human capabilities and social conditions are inequitably distributed between women and men.

South Africa is a highly unequal and patriarchal society characterised by high levels of gender-based violence, poverty, and exclusion. Women continue to be economically, socially, and politically marginalised due to societal norms that hinder their access to opportunities. South Africa ranks 18th on the World Economic Forum's Global Gender Gap Index, scoring ninth overall for political empowerment. However, this has not translated into gender parity across other dimensions.

Guided by policy documents such as the Global Environment Facility Policy on Gender Equality and its accompanying guidelines, WWF's Statement of Principles on Gender Equality, and other relevant WWF documents, the Gender Analysis investigated core areas including:

1.   Gender roles, responsibilities, and time use

2. Patterns of power and decision-making
3. Access to and control over knowledge, assets, and resources
4. Gaps and opportunities in South African laws/regulations/policies on gender and GBV/SEAH related to the project

Understanding exclusion is critical to designing gender-responsive and socially inclusive interventions. This GEF 8 Gender Action Plan aligns with the project's Environmental and Social Safeguards Framework and the Stakeholder Engagement Plan, emphasising the inclusion of marginalised groups in project implementation.

Quantitative and qualitative data collection methods were utilised, including documentary review, stakeholder engagement, field visits, key informant interviews, and focus group discussions. Primary data collection occurred in August and September 2024 across three MLLs, involving 97 women and three men from 12 villages and three towns. Respondents were largely unemployed, except for Greater Addo groups engaged in construction, natural resource management, and restoration activities.

The Gender Action Plan includes actions to ensure gender responsiveness and social inclusion:

- Provision for gender equality and women empowerment indicators in the Project Results Framework and budget.
- Consideration of the GAP alongside the Environmental and Social Safeguards Framework and the Stakeholder Engagement Plan during implementation.
- Regular gender mainstreaming training for project staff and partners.
- Prioritisation of gender and social inclusion issues at the MLL level.
- Allocation of sufficient project capacity and resources.
- Measures to avoid, mitigate, or manage adverse gender impacts.
- Utilisation of traditional, religious, and community leaders as entry points for gender mainstreaming.
- Facilitate full participation and decision-making capacity of women and marginalised groups in project activities.
- Development of project-appropriate capabilities and socio-economic activities through community consultation.
- Monitoring and reporting on gender mainstreaming.
- Ensuring project grievance mechanisms address gender equality and social inclusion.
- Creation of thematic exposure visit opportunities between MLLs.
- Considering a broader definition of gender beyond binary definitions.

See Gender Analysis and Gender Action Plan Annexes for more details.

Stakeholder Engagement
TOOLTIP: In the Portal documents tab, please upload the Stakeholder Engagement Plan (or equivalent) with information regarding stakeholders who have been and will be engaged, means of engagement, dissemination of information, roles and responsibilities in ensuring effective Stakeholder Engagement, resource requirements, and timing of 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.
Select what role civil society will play in the project:
Member of Advisory Body; Contractor: ☒ Yes
Member of PSC: ☒ Yes
Executor or co-executor: ☒ Yes

During the PPG phase, a comprehensive stakeholder analysis was undertaken during the PPG phase. Based on this analysis, a Stakeholder Engagement Plan has been developed to ensure inclusivity during project implementation and participation of the full spectrum of role players in this Project has been developed. See Annex: Stakeholder Engagement Plan for details on the project's action plan for stakeholder involvement and participation. The project approach to stakeholder involvement and participation during project implementation is briefly summarised below.

The project brings together stakeholders from government, civil society, local communities and the private sector to ensure participatory planning, decision-making, monitoring and knowledge-sharing. Engagement processes within each MLL will build on existing institutional frameworks and processes that have legitimacy and credibility and that take local customary norms into due consideration. The community engagement model will be agreed to with communities. Detailed stakeholder mapping, including traditional leadership, Indigenous Knowledge communities, the People and Parks Forum, indigent communities, and individuals, is to be done as part of implementation.
The project's stakeholder engagement approach is premised on the principles outlined in Table 15 below.

Table 15: Stakeholder engagement approach

Principle	Stakeholder participation will:
Value Adding	be an essential means of adding value to the project
Inclusivity	include all relevant stakeholders
Accessibility and Access	be accessible and promote access to the process
Transparency	be based on transparency and fair access to information; main provisions of the project's plans and results will be published in local mass-media
Fairness	ensure that all stakeholders are treated in a fair and unbiased way
Accountability	be based on a commitment to accountability by all stakeholders
Constructive	seek to manage conflict and promote the public interest
Redressing	seek to redress inequity and injustice
Capacitating	seek to develop the capacity and capabilities of all stakeholders
Needs Based	be based on the needs of all stakeholders
Flexible	be flexibly designed and implemented
Rational and Coordinated	be rationally planned and coordinated, and not be ad hoc
Excellence	be subject to ongoing reflection and improvement

The project's design incorporates several approaches to ensure ongoing and effective stakeholder participation in its implementation. The role of IP&LCs in co-creating interventions, involvement in decision-making, capacity building, and accessing benefits and opportunities created through the investments of GBFF funding are emphasized in the design of this project. The mechanisms to facilitate

stakeholders' involvement and participation in project implementation are summarised in section B5 above.

IPLCs

Amount ($) of GBFF project financing to support actions by IPLCs*	PPG request stage	CEO endorsement stage
	1,331,147	1,331,147

There are no IPs identified in any of the three project MLLs, but the project focuses on working with MLL´s Local Communities, defined as local communities embodying traditional lifestyles relevant for the conservation and sustainable use of biological diversity. The project will use a social inclusion approach to address the issues of marginalised and vulnerable groups and has an emphasis on improving the socioeconomic conditions of local communities. Vulnerability is a core social concern that cuts across all facets of African societies.

Across all three MLLs, unemployment and economic hardship are persistent issues affecting local communities, leading to a heavy reliance on government social grants. Women, in particular, bear the economic burden, as they make up the majority of grant recipients. The lack of educational attainment further exacerbates these challenges, preventing many individuals from accessing better job opportunities. Environmental concerns, such as land degradation, poor water access, and competition for natural resources, pose additional threats to sustainable livelihoods for local communities. In the Eastern Grasslands, overgrazing and land mismanagement jeopardize the future of livestock farming, while in Greater Kruger, mining activities must be carefully regulated to prevent ecological damage. While some regions, like Greater Addo, have relatively better infrastructure, economic opportunities remain limited, leading to a large portion of the population being unemployed or not actively participating in the labor force. Addressing these issues requires a combination of job creation, improved access to education, and sustainable resource management to ensure long-term stability for these communities.

The project will support IP&LCs in the following Project Outputs:

1.2.1 Identification and feasibility study of a suite of durable finance mechanisms.

1.2.2 At least two of the above mechanisms per each of the 3 MLL developed into detailed implementation plans, including explicitly showing how benefits will accrue to IP&LCs

2.1.1 Implementation of at least two of the financial mechanisms per MLL under 1.1.1/2

3.1.1 Skills development and SMME incubation support for IP&LCs to be active participants in & beneficiaries of MLLS.

3.2.1 Portfolio of inclusive and sustainable socio-economic development initiatives developed and implemented, creating MLL-based opportunities for local community enterprises, and livelihoods upliftment, with focus on women-led and youth-led initiatives.

Are IPLCs to receive and manage resources for the execution of project components/activities?
☐ Yes ☐ No X

Are IPLCs leading the design and management of some project activities but do not manage financial resources?

X☐ Yes ☐ No

Does the project provide in-kind support to actions by IPLCs for biodiversity?

X☐ Yes ☐ No

Are IPLCs part of the project steering committee or equivalent decision-making body?

☐ Yes ☐ No X

Private Sector

There will be private sector engagement in the project.

☒ Yes

Its role been described and justified in the section B project description.

☒ Yes

Environmental and Social Safeguards

TOOLTIP: Please see for guidance on what safeguard documentations needs to be uploaded to the portal in GEF Policy on ESS: SD/PL/03 and Guidelines: SD/GN/03

☒ Yes

Overall Project/Program Risk Classification = Moderate

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 X

Due to its location, the nature of its activities, and potential impacts on people and the environment, the project is classified as Category B for environmental and social safeguards risk.

Since the precise scope and location of project activities will only be determined during the implementation phase, site-specific social and environmental impacts can only be estimated at this stage based on currently available information.

The following standards, as per the WWF Environmental and Social Safeguards: Integrated Policies and Procedures, apply to the project:

- **Stakeholder Engagement** (discussed above)
- **Grievance Mechanisms**
- **Protection of Natural Habitats**
- **Involuntary Resettlement and Restriction of Access**
- **Community Health and Security**

The following standards may apply, depending on the nature of site-based activities:

- **Cultural Resources**
- **Pest Management**

These standards are, therefore, triggered on a precautionary basis. This ESMF provides guidance on the steps to follow if it is confirmed through an annual ESS Screening process that these standards are triggered.

The Standard on Indigenous People has not been triggered since no self-identifying Indigenous peoples live within the boundaries of the three MLLs, though other local communities are present. The Khoi-San, South Africa's Indigenous Peoples (IPs), were assimilated into colonial and apartheid society alongside various cultural groups. While the Standard on Indigenous People has not been triggered and an Indigenous Peoples Planning Framework has not been developed, the ESMF includes a Social Inclusion Planning Framework to ensure that all social groupings and vulnerable members of local communities are appropriately engaged. Their specific needs and interests are addressed. Concepts of "ethnicity" and "Indigenous persons" are contentious, given social, cultural, and political contexts and realities across Africa. The project, therefore, adopts a social inclusion approach to ensure that issues facing marginalised and vulnerable groups are addressed. This is because vulnerability is a core social concern, cutting across all facets of African societies. The SIPF will furthermore ensure that the needs and interests of all social groupings and land-user collectives within local communities— and their variable needs and interests—inform project implementation. If the annual ESS Screening identifies people who self-identify as Indigenous in any of the project locations, an Indigenous Peoples Plan will be developed per WWF's SIPP, GEF policy, and relevant national laws.

The ESMF includes a Process Framework and a SIPF, which have been aligned with the SEP and the GAP. The SIPF includes a process for ensuring FPIC where project activities with local communities require it.

F.   OTHER REQUIREMENTS

Knowledge management
Tooltip: Please see GEF/C.48/07/Rev.01, GEF Knowledge Management Approach, June 2015, for guidance on what this should include.

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.

☒ Yes

This GBFF initiative, in collaboration with the sister GEF8 project, will leverage lessons learned from previous GEF investments and existing landscape and catchment partnerships in South Africa. The project aims to enhance knowledge and awareness about the benefits of MLLs for both nature and people.

To ensure effective cross-project collaborative planning, reflection, and knowledge sharing, the PMU will convene MLL Hub staff and implementation partners thrice yearly. Two of these engagements will be

face-to-face, and one will be conducted online. The PMU Senior Project Manager, supported by the M&E, Safeguards, and Gender Officer, will organise these workshops.

MLL Hubs will regularly bring landscape partners and stakeholders together to facilitate landscape-level collaborative planning, reflection, and knowledge sharing. The MLL platforms will serve as key conduits for learning and sharing across sectors and stakeholder groups, using a gender-sensitive approach. This initiative will have a transformative impact locally by disseminating knowledge and lessons across society and addressing the policy/implementation gap. SANParks will utilise the lessons from creating these three MLLs to develop the remaining five MLLs.

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). Details of the numbers of direct beneficiaries are set out in the Results Framework and are not repeated here.

☒ Yes

Socio-economic benefits will be generated by the project within the development of key sectors within the MLLs and will be delivered through project activities under Outputs 3.2.2 and 3.1.1. By stimulating and growing these economic sectors and their associated value chains numerous opportunities will emerge including the creation of SMMEs and jobs and directly benefitting IP&LCs. The detailed breakdown of direct beneficiaries per sector is provided in the Results Framework.

Total GEF Financing Table
WWF-US to complete the Tables below based on revised budget.
Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds. All GEF sources of funds should be included here.

GEF Agency	Trust Fund	Country/ Regi onal/ Glob al	Focal Area	Programming of Funds	GEF Project Grant	Agency Fee	Total GEF Financing
WWF-US	GBFF		Biodiversity	GBFF Action Area 1	1,302,209	117,199	1,419,408
WWF-US	GBFF		Biodiversity	GBFF Action Area 2	1,446,898	130,221	1,577,119
WWF-US	GBFF		Biodiversity	GBFF Action Area 4	1,688,049	151,924	1,839,973
Total GEF Resources					4,437,156	399,344	4,836,500

Project Preparation Grant (PPG)
Note: WWF-US to finalize.

Is Project Preparation Grant requested? ☒ Yes ☐ No
If yes[6]: fill in PPG table (incl. PPG fee)

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	(in $)		
					PPG	Agency Fee	Total PPG Funding
WWF-US	GBFF		Biodiversity	GBFF Action Area 1	44,022	3,962	47,984
WWF-US	GBFF		Biodiversity	GBFF Action Area 2	48,913	4,402	53,315
WWF-US	GBFF		Biodiversity	GBFF Action Area 4	57,065	5,136	62,201
Total PPG Amount					150,000	13,500	163,500

Action Area Elements

Programming Directions	Trust Fund	(in $)	
		GEF Project Financing	Co-financing
GBFF Action Area 1	GBFF	1,302,209	N/A
GBFF Action Area 2	GBFF	1,446,898	
GBFF Action Area 4	GBFF	1,688,049	
Total Project Cost		4,437,156	

Confirmed Co-financing for the project, by name and type*
N/A.

Together with the GEF-8 MLL project (GEF project financing: $10 million), the combined GET and GBFF financing leverages $62,042,930 in co-financing. This co-financing has been reported in the GEF-8 CEO Endorsement Request and is not reflected here to avoid double counting.

ANNEX B: ENDORSEMENTS
Note: WWF-US to complete.

Name of GEF Agency Coordinator	GEF Agency Coordinator Contact Information
Renae Stenhouse	renae.stenhouse@wwfus.org
Name of Agency Project Coordinator	**Agency Project Coordinator Contact Information**
Isabel Filiberto	Isabel.filiberto@wwfus.org

Letter of Endorsement
Please attach the Operational Focal Point endorsement letter(s) in this Annex. For projects involving more than one country: please include a compilation of the signed LOEs in one PDF file in this annex.

MS SHAHKIRA PARKER

GEF OPERATIONAL FOCAL POINT FOR SOUTH AFRICA

DEPARTMENT OF FORESTRY, FISHERIES AND THE ENVIRONMENT

Shahkira Parker <SParker@dffe.gov.za>

ANNEX C: PROJECT RESULTS FRAMEWORK

TOOLTIP: The project results framework should make explicit references to Core and Sub-indicators used, and indicate unit of measure, baseline and target data as available.
The M&E framework should include definition, frequency of data collection, data source, methodology and responsibility for data collection for indicators.
Note: due to the alignment between this project and the GBFF project, it is advisable to also read the GBFF Results Framework. Because more budget is allocated under the GBFF for local community benefits, most local beneficiaries appear in the GBFF Results Framework.

Key to below Table:

1. MLL Hub = within each MLL a Unit (colloquially called a Hub) is created which is responsible for delivering the activities within each MLL. These Hubs contain staff from the sub-executing agent and contracted human resources to fulfil the project activities at the landscape level.
2. As this is the 6-year project, the mid-point is taken as the end of of year 3 with the mid-term review occurring in Q4 of year 3.
3. This Table only provides targets for what this project with its resources can reasonably achieve and be assessed against. It does not reflect the higher expectations of all involved in the establishment of MLLs and the multiplying impacts of stakeholders.
4. Figures generally are not cumulative, except for the total column which is cumulative as it adds all the amounts up to get a total over the 6 years.
5. The Project Objective level of this Table only reflects the core GEF indicators – hectares and beneficiaries. The Component and Outcome levels below provide targets and measures towards achieving the targets at the objective level.
6. Outcome 1.3 Area (ha) of PAs Areas under improved management effectiveness involves the improvement of METT scores from baseline.
    6.1. At the Objective level the other thing measured is the quantum of hectares when the METT score has improved.
    6.2. A detailed list of each PA and their METT scores will be provided when the assessment occurs.
7. Under Outcome 1.3 – Areas of landscape under improved management to benefit biodiversity, means of assessment and verification include:
    7.1. Sustainable agriculture –#hectares of sustainable agriculture land where a) grazing agreements between communal farmers and partners in Barberton and Grasslands or development of sustainable grazing plans have been developed & are being implemented. In Addo # hectares where grazing agreement integrated into the Mt Zebra Camdeboo Protected Environmental in Addo.
8. Under component 3 (socio-economic benefits) the following applies:
    8.1. Projects are subject to extensive consultation with local communities.
    8.2. The Social Impact Assessment Report is often used to verify the beneficiary numbers and impacts.
    8.3. Where people are trained, they will undertake a competencies test. It is assumed that 80% will pass the test, to be counted as a beneficiary.
    8.4. Where people participate in the environmental education programme, it is assumed that there is an 80% increase in awareness, to be assessed by the Social Impact Report.
    8.5. Socio-economic benefits will include economic growth, poverty reduction, education, skills development, and job creation, especially opportunities in conservation, tourism, and biodiversity economy.
    8.6. SMMEs and Community-Based Institutions (CBIs) are assessed using the Social Impact Report. The Table assumes that only one beneficiary is counted per SMME, even though an SMME may benefit more than one individual. The Social Impact report will provide this information.
    8.7. Training for the supported SMMEs and CBIs will include technical, leadership, and business management skills, leadership learning exchange, mentorship, and coaching to ensure business sustainability and competitiveness.
    8.8. Assistance to the SMMEs and CBIs within the MLLs, especially those neighboring the national parks, to include business conceptualization, development of feasibility studies and bankable business plans for identified businesses by emerging enterprises.

8.9. Facilitation of collaborations and linkages with Municipalities IDP initiatives, private game farms and commercial farmers.

8.10. Assisting communities with neighboring parks and nature reserves with the development of beneficiation schemes.

8.11. Where communities participate in the co-management agreements and beneficiation schemes, the Social Impact Report will measure whether they indicate improved livelihoods.

GBFF Results Framework

No.	Indicator	Indicator Definition	Method/ source	Who Responsible	Disaggre-gation	Baseline	YR1	YR2	YR3	YR 4	YR5	YR 6	Total for project
										Targets			
Objective Level Indicator													
Project Objective: Develop and implement durable financial mechanisms to enhance and sustain the effective functioning of three Mega Living Landscapes (MLLs) in South Africa.													
1	Terrestrial protected areas newly created (# ha) (GEF Core indicator 1.1)	Terrestrial protected areas: totally or partially protected areas that are newly designated as national parks, natural monuments, nature reserves, or wildlife sanctuaries; protected landscapes; and scientific reserves. The category includes the Intl Union for the Conservation of Nature's IUCN) protected area Categories I–VI	PA declaration in terms of NEM: Protected Areas Act	MLL Hubs and PMU	By MLL	0	0	0	0	0	10 000	40 000	50 000
2	Terrestrial protected areas under improved management effectiveness (#ha) (GEF Core Indicator 1.2.)/ Addo	Improved management effectiveness: any level of increased score according to the METT tool/ GEF BD Tracking tool measured in the CMZPE.	METT assessment done year 4 and 6	MLL Hubs and PMU	In Addo	CMZPE METT baseline is 34%	0	0	0	892 750 At least 35%	0	0	892 750 At least 35%
3	Area of landscapes under improved management to benefit biodiversity (GEF Core Indicator 4.1.)	Improved management to benefit biodiversity: under improved practices, including in production sectors (e.g., agriculture, rangeland, forestry, aquaculture, tourism) that lead to improved environmental conditions and/or for which management plans have been prepared and endorsed and are under implementation	Conservation agreements & sustainable grazing plans This can be assessed through a) reviewing the signed RSA and Grazing Plans; b) tapping into the existing Monitoring system used by MeatNaturally which assesses implementation of these Plans.	MLL Hubs and PMU	By MLL	0	0	0	0	30 000	10 000	0	40 000
4	People benefitting from GEF-financed investments (GEF Core Indicator 11)	Number of individuals who can be identified as receiving direct support or assistance, can be counted individually and are aware they are receiving support in some sort and/or use the specific resources. This implies a high degree of attribution to the project.	A Social Impact Report is done in years 2, 4 & 6 to measure the number of beneficiaries. Records of individuals against ID numbers to avoid double-counting. For training: records of training & competency test which assumes that 80% pass.	MLL Hubs and PMU	By gender (60% F, 40% M)	0	20	1 941	44	3 859	32	1 931	7 827

86

GBFF Results Framework

No.	Indicator	Indicator Definition	Method/ source	Who Responsible	Disaggre-gation	Baseline	YR1	YR2	YR3	YR 4	YR5	YR 6	Total for project
							Targets						
4.2	Beneficiaries: local communities & community entrepreneurship opportunities unlocked through development of the wildlife economy		Records of training and competencies achieved. AND Number of beneficiaries as recorded in socio-economic impact report.	MLL Hubs	By MLL By gender (50% W)	0	0	8	8	13	8	21	58
4.3	Beneficiaries: Conserved and enhanced integrity of natural ecosystems through environmental education in Barberton MLL - Number of people with increased environmental awareness		As assessed in socio-economic impact report	MLL Hub and Care for the Wild	By gender (50% W)	0	0	1 900	0	3 800	0	1 900	7 600
4.4	Beneficiaries: Benefits for local communities unlocked through development of the restoration economy		As below	MLL Hubs	By MLL. By gender (50% W)	0	40	42	40	40	40	0	202
4.5	Beneficiaries: Improved livelihoods for communal livestock owners & residents due to improved sustainable rangeland management	Grasslands MLL: Beneficiaries from SMMEs incubated in the Restoration Economy that take up opportunities	Number of such beneficiaries as recorded in socio-economic impact report	MLL Hubs	See below	0	20	21	20	20	20	0	101

Outcome Level Indicators
Component 1: Enabling conditions for durable financial mechanisms to effectively establish & manage three of SA's MLLs
Outcome 1.1 Suite of durable financial mechanisms for 3 MLLs developed

No.	Indicator	Indicator Definition	Method/ source	Who Responsible	Disaggre-gation	Baseline	YR1	YR2	YR3	YR 4	YR5	YR 6	Total for project
5	Number of durable financial mechanisms for MLL developed	Durable financial mechanisms	Documentation of the approved suite of financial mechanisms for MLL	MLL Hubs and PMU	By MLL	None	1	0	0	0	0	0	1

Outcome 1.2: SANParks has increased Capabilities to mobilise and disburse increased revenue for the 3 MLLs

GBFF Results Framework

No.	Indicator	Indicator Definition	Method/ source	Who Responsible	Disaggre-gation	Baseline	YR1	YR2	YR3	YR 4	YR5	YR 6	Total for project
							Targets						
6	Number of Landscape-level Investment Framework for 3 MLLs including high level forecast financing model.	Landscape-level Investment Framework for 3 MLLs	Documentation of Landscape-level Investment Framework approved by the multistakeholder collaborative platforms in each of the 3 MLLs.	MLL Hubs and SMU	By MLL	None	0	3	0	0	0	0	3
7	SANParks MLL Funding Strategy which includes detailed long-term financial forecast model developed & revised annually.	SANParks MLL Funding Strategy	Documentation of approved SANParks MLL Funding Strategy and detailed long-term financial forecast model. Once developed, record of approved annual revisions.	SMU, Finance Specialist & responsible SANParks Executive	N/A	None	0	0	1	1	1	1	1
Component 2: Resources mobilised and activities on the ground													
Outcome 2.1: Enhanced resource mobilisation & domestic capabilities secure sustainable financing resources for the 3 MLLs													
8	Number of durable financial mechanisms, that will realise increased revenue for MLLs & benefit IP&LCs, are being implemented in each of the 3 MLLs.	Durable financial mechanism implemented	Evidence of implementation of financial mechanisms, that will realise increased revenue for MLLs & benefit IP&LCs, in each of the 3 MLLs.	MLl Hub	By MLL	None	0	0	2	2	1	1	6
9	Number of SANParks staff & partners trained in forecast modelling, resource mobilisation and deal making.	SANParks staff & partners trained in forecast modelling, resource mobilisation and deal making.	Number of SANParks staff & partners trained in forecast modelling, resource mobilisation and deal making.	SMU	By gender (50% W)	None	0	12	12	12	0	0	36
Outcome 2.2: PAs declared, PAs with increased management effectiveness & improved management to benefit biodiversity outside of PAs													
10	TOTAL Number of Protected Area (PA) submissions across project (annual additional ha in brackets).	Submission: Project Management Unit submits submission for declaration of new PAs to govt per National Environmental Management Protected Areas Act (NEMPAA).	Submission documentation	MLL Hubs and PMU and partner NGOs	By MLL	0	0	0	3	2	0	0	5
11	Biodiversity Management Plans Developed	Number of Biodiversity Management Plans Developed	Biodiversity management plan developed	MLL Hubs and PMU	N/A	0	0	0	0	3	0	0	3
Component 3: Increased IP&LCs participation in MLLs													
Outcome 3.1: Increased engagement of IP&LCs for improved participation & stewardship in the 3 MLLs													

GBFF Results Framework

| No. | Indicator | Indicator Definition | Method/ source | Who Responsible | Disaggre-gation | Baseline | Targets | | | | | | Total for project |
							YR1	YR2	YR3	YR 4	YR5	YR 6	
12	Number of IP&LCs indicating increased access to tourism economy	Increased access for IP&LCs	IP&LCs indicate increased access to tourism economy through qualitative surveys in each MLL as part of Social Impact Assessment Report.	MLL Hubs	By MLL	0	0	0	0	3	0	3	6
Outcome 3.2: Increase IP&LCs socio-economic benefits & resilience in MLLs													
13	Progress towards investment plan to stimulate wildlife economy in Barberton and Addo	Strategic investment plan: developed to stimulate wildlife economy.	Progress assessed by 1) restoration strategic investment plan developed; 2) Progress report on implementation in years 4 and 6.	MLL Hub	By MLL	N/A	0	2	0	2	0	2	6
Component 4: Project monitoring and evaluation													
Outcome 4.1: Effective project M&E													
14	Number of Project Progress Reports, including financial reports, completed (including mid-term and final evaluations). Number of progress reports are cumulative.	Number of Project Progress Reports, including financial reports, completed and / or supported (including mid-term and final evaluations). Number of progress reports are cumulative.	Reports, including evaluation documents	PMU M&E	Progress reports	0	2	2	2	2	2	2	12
					Mid-term evaluation	0	0	0	0	1	0	0	1
					Final evaluation	0	0	0	0	0	0	1	1
15	Number of working sessions where project reflections are built into AWP and/or theory of change	Findings from quarterly working sessions held by the sister GEF8 project fed into Annual Work Plan (AWP).	Reflection notes from working sessions. Incorporation of the reflection exercise into each MLL AWP, and lessons learned and revised project logic, resulting in adaptations to strategic interventions & activities	Each MLL Hub Landscape Coordinator	1 per MLL starting in year 2	0	0	3	3	3	3	3	15

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
Technical Assistance for Preparing the CEO Endorsement document	26,425.00	22,462.00	3,963.00
Financial Pre-feasibility assessment	48,900.00	46,455.00	2,445.00
Gender and Safeguards Analysis, Baseline mapping and technical situation analysis	45,500.00	42,920.00	2,580.00
Local consultations - Stakeholder Engagement	29,175.00	29,170.00	5.00
Total	150,000.00	141,007.00	8,993.00

TOOLTIP: Please itemize the use of PPG funds according to categories listed in the guidelines.

ANNEX E: PROJECT MAP AND COORDINATES

Please provide geo-referenced information and map where the project interventions will take place.
TOOLTIP: The Location Name, Latitude and Longitude are required fields insofar as an Agency chooses to enter a project location under the set format. The Geo Name ID is required in instances where the location is not exact, such as in the case of a city, as opposed to the exact site of a physical infrastructure. The Location & Activity Description fields are optional. Project longitude and latitude must follow the Decimal Degrees WGS84 format and Agencies are encouraged to use at least four decimal points for greater accuracy. Users may add as many locations as appropriate. Web mapping applications such as OpenStreetMap or GeoNames use this format. Consider using a conversion tool as needed, such as: https://coordinates-converter.com Please see the Geocoding User Guide by clicking here.

ANNEX F: ENVIRONMENTAL AND SOCIAL SAFEGUARDS DOCUMENTS INCLUDING 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).

ANNEX G: BUDGET TABLE

Please upload the budget table here.
Please explain any aspects of the budget as needed here. TOOLTIP: Please provide detailed information of the activities/services that will be paid with the project's resources, so it is possible to assess the reasonability of using the three sources (project's components, M&E and PMC) to cover these expenses. Also, please provided detailed information on the KM activities covered by the project.

Note: The detailed Budget is provided in a separate Excel file.

A high-level overview of the budget is provided below as follows:
- Per component and outcome.

Total Components and Outcomes (GBFF)

US $	Budget Amount	Budget %
1. Enabling conditions	**$1,245,622**	**28,07%**
1.1 SANParks with increased capabilities	$955,436	21,53%
1.2 Suite of financial mechanisms	$290,186	6,54%
2. Resource mobilisation	**$1,554,610**	**35,04%**
2.1 Enhance resource mobilisation	$1,388,635	31,30%
2.2 New PAs declared & conservation areas added	$165,975	3,74%
3. Increased IP&LCs particpation in MLLs	**$1,281,954**	**28,89%**
3.1 Increased engagement of IP&LCs for stewardship	$849,095	19,14%
3.2 Increase IP&LCs socio-economic benefits & resilience	$432,859	9,76%
4. Project M&E	**$143,677**	**3,24%**
4.1 Effective project M&E	$143,677	3,24%
5. PMC*	**$211,293**	**4,76%**
Total project cost	**$4,437,156**	**100,00%**
TOTAL GBFF for Components on ground (project grant MINUS PMC, & M&E)	**$4,082,186**	