



# Developing National Elephant Action Plans A Brief Manual

Version 2.0

February 2019



## Table of Contents

Table of Contents .....	2
Acronyms .....	3
1. Introduction .....	5
2. How will NEAPs be Financed?.....	6
3. Sustainable Wildlife Economies .....	7
4. National Elephant Action Plans (NEAPs) .....	9
5. Preparation of NEAPs .....	11
Step 1: Preparation for NEAP Development.....	11
Step 2: Development of Status Review .....	11
Step 3: Participatory Stakeholder Workshop.....	11
Step 4: Drafting the NEAP.....	12
Step 5: NEAP Review .....	12
Step 6: Developing an Implementation Plan .....	12
Step 7: Developing a Resource Mobilisation Plan & Budget .....	13
Step 8: Government Endorsement of the NEAP Package.....	13
Step 9: Implementation of the NEAP .....	14
6. NEAP Structure and Content .....	15
Status Review and Threats Analysis .....	15
Vision .....	15
Goal .....	15
Objectives .....	16
Actions, Activities and Targets .....	16
Indicators .....	16
Monitoring and Evaluation .....	17
Annexes – Project Funding Proposals.....	17
References .....	18
Annex 1: Example of a simple Word template that may be used for an Implementation Plan. ....	19
Annex 2: Template for Resource Mobilization Plan & Budget.....	20
Annex 3: Example Format for Summary Table of Vision, Goal, Objectives, Actions and Activities. ....	23
Annex 4: Example Log frame for Actions, Activities and Indicators.....	23

## Acronyms

AEAP	African Elephant Action Plan
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
DEFRA	Department for Environment, Food & Rural Affairs
DFID	Department for International Development
EPI	Elephant Protection Initiative
EU	European Union
GDP	Gross Domestic Product
GEF	Global Environment Facility
GPS	Global Positioning System
HEC	Human Elephant Conflict
ICCWC	International Consortium on Combating Wildlife Crime
IWT	Illegal Wildlife Trade
INGO	International Non-Government Organization
IP	Implementation Plan
M&E	Monitoring & Evaluation
NAO	National Authorizing Officer
NEAP	National Elephant Action Plan
NEAPCC	National Elephant Action Plan Coordinating Committee
NGO	Non-Government Organization
NIAP	National Ivory Action Plan
NIP	National Indicative Program
PA	Protected Area
RIP	Regional Indicative Program

RMP&B	Resource Mobilization Plan & Budget
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Realistic & Time-bound
UK	United Kingdom
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WB	World Bank

## 1. Introduction

The African Elephant Action Plan (AEAP) was adopted by all African elephant range states in March 2010 at the 15th Conference of the Parties to CITES<sup>1</sup>. The plan was developed through a consultative process, facilitated by IUCN and the CITES Secretariat. The Vision identified by the range States was ‘to ensure a secure future for African elephants and their habitats to realize their full potential as a component of land use for the benefit of the human kind’. The Goal identified was ‘to secure and restore where possible sustainable elephant populations throughout their present and potential range in Africa, recognizing their potential to provide ecological, socio, cultural and economic benefits’. The 8 objectives of the AEAP (2010) are shown in Box 1.

Because circumstances vary by range State, where some countries have seen their national elephant populations dwindle to low numbers over the past 10 years, while other countries cope with local overabundance and increasing human-elephant conflict, every range State requires its own elephant action plan with priorities aligned to local circumstances. Therefore, these National Elephant Action Plans (NEAPs) are a means for individual range States to provide a clear strategy to attain the objectives of the AEAP, albeit adapted to local priorities. NEAPs are practical tools for range States to identify and prioritise actions that require implementation to protect their elephants. Importantly, NEAPs provide a framework through which financial and technical support can be applied to implement the Elephant Protection Initiative (EPI).

The Elephant Protection Initiative (EPI) was created with the primary purpose of supporting full and timely implementation of the AEAP. The EPI, launched in 2014 during the London IWT conference by the Governments of Botswana, Chad, Ethiopia, Gabon and Tanzania, recognises that range States need urgent and sustained financial and technical support: for anti-poaching work in the field; to strengthen and enforce national laws protecting elephants and

### Box 1. Objectives of AEAP (2010)

1. Reduce illegal killing of elephants and illegal trade in elephant products.
2. Maintain elephant habitats and restore connectivity.
3. Reduce human-elephant conflicts (HEC).
4. Increase awareness on elephant conservation and management of key stakeholders that include policy makers and local communities among other interest groups.
5. Strengthen range States’ knowledge on African elephant management.
6. Strengthen cooperation and understanding among African elephant range States.
7. Improve local communities’ cooperation and collaboration in conserving African elephants.
8. Ensure the African Elephant Action Plan is effectively implemented.

---

<sup>1</sup> [https://cmsdata.iucn.org/downloads/e15i\\_68.pdf](https://cmsdata.iucn.org/downloads/e15i_68.pdf).

### Box 2. Goals of the EPI

1. Secure funding from both public and private sectors to implement the African Elephant Action Plan (AEAP).
2. Close domestic ivory markets where they are still operating.
3. Maintain the international ivory trade ban.
4. Put ivory stockpiles beyond economic use.

preventing trafficking; to deliver regional and international intelligence-sharing and law-enforcement efforts; to safeguard habitats; and to support communities which live alongside elephants, particularly with regard to the development of sustainable livelihoods and the reduction of human-elephant conflict.

To meet this need, the EPI aims to engage with range States, partner States, NGOs, INGO's, bi-lateral and multi-lateral donors and the private sector to work in partnership to provide both immediate and longer-term funding to address the elephant crisis through full and timely implementation of the African Elephant Action

Plan. The goals of the EPI are shown in Box 2.

## 2. How will NEAPs be Financed?

In order to receive financial and technical support from the EPI, the African elephant range State committing to the EPI needs to have a National Elephant Action Plan (NEAP) aligned to the AEAP, as it forms the framework of activities for which financial and technical support can be applied. One of the aims of a NEAP is to facilitate both immediate and longer-term funding to address the elephant crisis, while also providing minimum standards for projects funded through the EPI.

As most of the NEAPs are already partly funded by Government and key cooperation partners, focus should be on how to finance activities that are not yet funded (*finance gaps*). This requires strong partnerships between national authorities and traditional and non-traditional donors. Donors promoting elephant protection include the below, with examples of funding streams available to fill finance gaps for NEAPs (UNDP for example has gone into a strategic partnership with the EPI to support the financing of NEAPs (EPI/Geopolicity, 2018):

- The *United Nations Development Program* (UNDP)- SDG 15; Life on Land,
- The *Global Environment Facility* (GEF)- GEF-7 (focus on developing sustainable wildlife economies),
- The *European Union* (EU)- through the European Development Framework (EDF) or through the National Authorizing Officer (NAO) for the National Indicative Program (NIP) and Regional Indicative Program (RIP),
- The *United States Agency for International Development* (USAID)- project support through country programs,
- The *World Bank* (WB)- Global Wildlife Program,
- The *UK Government*- DEFRA & DFID through IWT Challenge Fund and Darwin Initiatives.

It is vital to link NEAPs with the Sustainable Development Goals (SDGs), which implies facilitating *Sustainable Wildlife Economies*. This requires NEAPs to be aligned to the AEAP, while they should also comprise a business model that attracts finance so that finance gaps can be filled to guarantee planned investment levels (EPI/Geopolicy, 2018).

### **3. Sustainable Wildlife Economies**

As mentioned above, NEAPs can only be successfully implemented when they have a clear link to developing sustainable wildlife economies. For a number of range States, we need to make an assessment of the costs and benefits of elephants' protection to the economy, based on a new method developed to forecast economic benefits arising from wildlife tourism over the next three decades, as well as capture wider economic impacts of tourism along the global value chain (EPI/Geopolicy, 2019). In other words, this means that every tourist not only contributes to the immediate local economy, but also the regional and national economy of the destination country and, the economy of the country of origin - through a combination of airline tickets, insurance companies, car rental, accommodation, etc., thereby also contributing to generating revenue and creating jobs outside the African continent (*along the global value chain*). However, in terms of mainstreaming biodiversity into national accounts, little progress has been made and very little empirical data on the value of natural capital so far exists (EPI/Geopolicy, 2019). What is generally required is a greater investment in protected area management thereby improving the enabling environment for tourism, strengthening community involvement in wildlife management and the creation of alternative livelihoods as well as human-elephant conflict mitigation, and modernizing the public finance management (*fiscal*) framework. Details on modernizing the fiscal framework is however beyond the scope of this brief manual, but as a general example we provide a brief summary of a recent report commissioned by the EPI (see Box 3) on a short country case study on 'Elephant Economics' in Botswana (EPI, 2019). Although this report is country specific, more or less the same principles apply to other range States.

### **Box 3. How to make wildlife pay; the case of Botswana**

The economy of Botswana is dominated by mining, cattle, and tourism. In 2017, GDP composition by sector was agriculture (1.7%), industry (29.2%) and services (69.1%). In terms of industry, diamonds and beef are by far the most important export commodities. Although diamond revenues accounted for around 76% of Botswana's export revenue, 45% of government revenue, and 33% of GDP in 2017, growth has been sluggish, impacting both revenues and employment creation. Beef exports only account for roughly 2% of GDP, but beef export competitiveness has been declining since the mid-1970s, primarily due to single channel exportation arrangements, recurrent outbreaks of cattle diseases and drought, and the rise in domestic demand for beef. With a declining diamond industry and falling beef exports, further and insightful supporting measures to develop other sectors of the economy is the way forward to economic diversification.

A sector with a strong perspective for development and growth is the tourism industry, which in Botswana is based on its abundant wildlife. Currently, the tourism industry constitutes roughly 5% of GDP, and the increase in international tourism receipts (% of total exports) from 7.3% in 1995 to 13% in 2016 underscores the importance of investing in sustainable wildlife economies. The economic potential of wildlife tourism — of which the elephant experience is central — must be sustainably exploited by improving the overall investment framework for tourist market segments. This is also relevant in view of competition not only from other African countries, but in part also from India and China being critical emerging markets for expansion of tourism, with the potential to double and triple tourist arrivals over the next decade, which is only possible with an improved investment framework (EPI/Geopolicy, 2019).

Assuming that external conditions remain more or less the same (among others the climate), the value of tourist-related revenue is set to grow considerably over the next 30 years (EPI/Geopolicy, 2019). The estimated value of tourist-related revenues in 2018 varies from US\$1.04 billion to US\$1.45 billion, to continue in 2028 with a low of US\$1.3 billion or a high of US\$2.1 billion to a forecasted growth from a low of US\$2.5 billion and a high scenario value of US\$8.5 billion for 2050 (EPI/Geopolicy, 2019). The wildlife-tourist sector remains hugely underinvested, partially as a result of higher value addition provided by the diamond industry. Based on projections made up until 2050, a business-as-usual investment approach shows cumulative future earnings from tourism between now and 2028 worth US\$16.22 billion and US\$97.05 billion by 2050. Given that currently 80-90% of visitors to the country are non-consumptive wildlife tourists, and given the under-development of the tourist sector, wildlife-based tourism remains a major future driver of growth, revenue and to a lesser extent employment (EPI/Geopolicy, 2019).

While no formal Cost Benefit Analysis has been done, it is clear that the overall benefits of elephants to Botswana far outweigh the costs associated with their management and damage resulting from destruction of crops, water systems and other property. Moreover, with a future potential accumulated revenue of tourism valued at over US\$97 billion by 2050, greater investment in protected area management, improving the enabling environment for tourism, strengthening community development and involvement and human-elephant conflict mitigation, and modernizing the public finance management (fiscal) framework including revamping outdated park and reserve fees, will secure Botswana as a tourist destination of choice. Moreover, with the national currency likely to further depreciate, the relative value of foreign currency receipts from tourism will increase as a percentage of overall earnings.



## 4. National Elephant Action Plans (NEAPs)

The 4 components of a NEAP are outlined in Box 4, and Fig. 1 shows the simplified flow of NEAP development. Fig. 2 shows the logical flow of NEAP development, including the financial aspects, where the Investment Planning Framework among others relates to the project proposal cycle that starts with identification of NEAP projects, costing and the Resource Mobilisation Plan and incorporation of these projects into the Implementation Plan. Note that it is the unfinanced (or partially financed) components, i.e. project funding proposals, feeding into the Resource Mobilisation Plan & Budget (RMP&B), which is the part of the NEAP that is crucial for macro-financial aspects (Fig. 2). Financed, partially financed and unfinanced components all flow into the Implementation Plan.

### Box 4. The 4 components of a NEAP:

1. The main body of text of the *Action Plan* with 8 Objectives fully aligned to the AEAP
2. A series of budgeted activities or *Project Proposals* as Annexes,
3. *The Implementation Plan (IP)*: A summary of actions and activities that need to be implemented by government and non-governmental partners to achieve the NEAP objectives, their methodology, priority level, responsibility, verification, timeline and respective budgets as an Annex,
4. *The Resource Mobilization Plan & Budget (RMP&B)*: Based on partially or totally unfinanced project proposals submitted by government and non-governmental partners, a summary of high-priority activities that need implementing in the medium term (3 years) to attain the NEAP objectives, with a focus on funding requirements as an Annex.

Fig. 1. NEAP development simplified, showing the 4 components of the NEAP package (grey boxes).

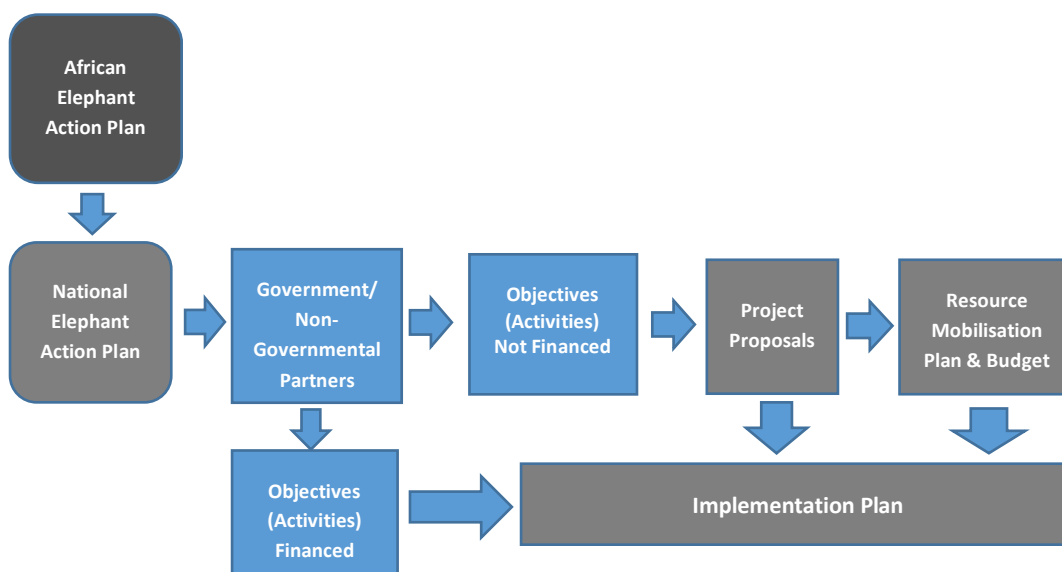
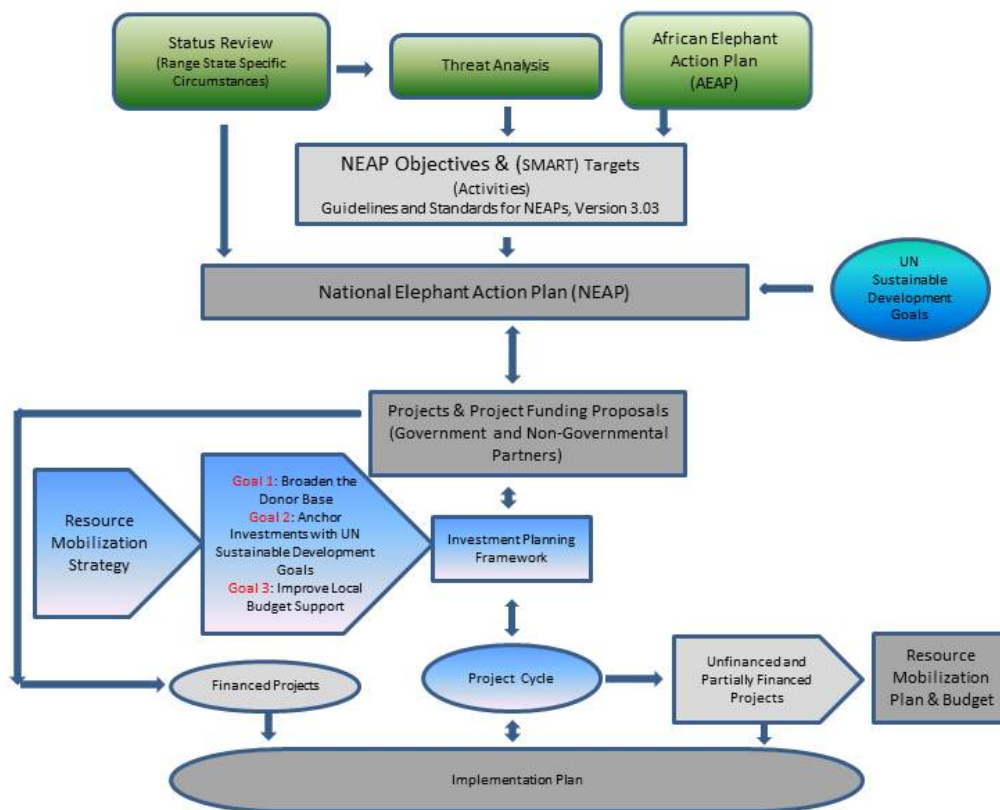


Fig. 2. Logical flow of NEAP development, including financial aspects.



*In general terms, a NEAP should:*

- Be aligned with the African Elephant Action Plan (AEAP), using the same 8 generic objectives, but adapted to local circumstances,
- Be for at least a 10-year period,
- Be a practical tool for adaptive management,
- Identify immediate actions and activities for urgent funding as well as longer-term actions and activities,
- Be “SMART” (i.e. Specific, Measurable, Achievable, Realistic, and Time-bound),
- Contain a series of Funding Proposals, an Implementation Plan, and a Resource Mobilization Plan & Budget as Annexes.
- Any NEAP prepared by a range State should make full use of existing elephant action plans and strategies including the National Ivory Action Plans (NIAPs) required of some range States by the Convention on International Trade in Endangered Species (CITES).

## **5. Preparation of NEAPs**

A NEAP should be a concise document of a maximum of 40 - 60 pages, plus Annexes. The proposed process for NEAP development is outlined below and steps 1-9 should ideally be completed within a 2 to 5 month time frame. More detail can be found in a comprehensive manual done in 2017 (S. Hedges, 2017)- however this is due to be updated regarding certain aspects of NEAP development and to ensure alignment with the AEAP is clearly advocated.

### **Step 1: Preparation for NEAP Development**

The range State will need to determine the best mechanism to develop the NEAP. The collation and review of existing government plans and strategies will help identify the steps required to develop the NEAP, and whether it should be drafted from scratch or by using existing documents. During a scoping visit, the EPI Secretariat will meet with the relevant authorities to plan the NEAP development process, thereby assisting in drafting a work plan to include a review of existing strategies and policies on elephants and ivory and data to be collated for the status review. Moreover, the work plan should also include workshop timing, participants and facilitator(s), as well as plans for drafting the NEAP, Implementation Plan and Resource Mobilisation Plan & Budget.

### **Step 2: Development of Status Review**

A NEAP requires a status review containing information about the distribution, abundance and trends of elephant populations in the range State. Furthermore, the review will also collate information on wildlife legislation and penalty structure, national-level law-enforcement capacity and that of the individual protected areas, human-elephant conflict, and community participation in wildlife conservation, ivory trade and site-level programmes. A threats analysis should be carried out, providing details of all evidence-based threats to elephants and their habitats, as well as logistical and other constraints. Alternatively, this threats analysis may be completed during the stakeholder workshop.

### **Step 3: Participatory Stakeholder Workshop**

The process of developing a NEAP requires a participatory stakeholder workshop with senior representatives of the wildlife authority, police, judiciary, customs, land-use planning, communities, partner organizations and other relevant national and international experts. If the status review did not include a threats analysis, this should be done during the workshop. The outcome of the threats analysis will inform the objectives. The NEAP objectives should be fully aligned to the 8 generic objectives of the AEAP, but adapted to local circumstances – that is based on the results of the status review and threats analysis. The workshop should then identify and prioritise actions and their respective activities that need implementing to achieve the NEAP objectives. High priority activities should be outlined in the form of project funding proposals for the medium term of 3 years to be attached to the NEAP.

#### **Step 4: Drafting the NEAP**

Based upon the outcome of the workshop, the writing of the NEAP main body of text should be designated to one or several people, with strict deadlines stipulated for the completion of each section. It is important that the document is drafted in a timely manner. Briefly, the NEAP should contain the results of the status review and the threats analysis on the national and local levels, the vision, goal (+SMART target) and 8 objectives (+SMART targets), and the actions and activities necessary to meet the objectives and realize their targets over a 10 year period (long-term). Project funding proposals typically cover a medium-term period of 3 years and address key priorities.

#### **Step 5: NEAP Review**

The draft NEAP should be shared with stakeholders for review and comments. The first draft may be circulated internally within the wildlife authority, after which a second draft may be circulated to workshop participants, with a deadline for comments of approximately 2 weeks. The EPI Secretariat may assist in drafting sections of the NEAP, or if required, the entire plan.

#### **Step 6: Developing an Implementation Plan**

The Implementation Plan (IP) is the most important part of the NEAP. An IP summarizes actions/activities, targets, methods, responsibility, metrics (indicators of progress), budget and timeframe. The most appropriate structure of the IP is to have one table covering all of the actions and activities for the short to medium term – that is the 3-year period covered by the IP. One single plan allows those responsible for implementation to quickly scan what has been finalized, is underway or needs to be planned.

For use by the donor community - that is for macro-financial purposes - an IP as a simple Word table is the most appropriate because it can be printed and easily inspected. A disadvantage however is the limited amount of space, which advocates for the use of an excel spreadsheet that allows incorporation of more detail. However, a heavily populated spreadsheet does not lend itself to printing, and eventually both alternatives need to be used. Box 5 provides an overview of the information that may be incorporated when using a spreadsheet, whereas an example of a simple IP Word template is provided in Annex 1. For both the Implementation Plan (IP) and the Resource Mobilization Plan & Budget (RMP&B, see next section) the same numbering for objectives, targets, actions and activities should be used as in the NEAP. This alignment facilitates cross-referencing for each activity, across the 4 components of the NEAP; i.e. the Action Plan (main body of text), the Project Proposals, the IP and the RMP&B. As an example, if a potential investor scans the RMP&B, which contains highly summarized information on what exactly needs to be done by whom and for what purposes, they can then refer to the IP to determine connections to other related projects/activities, read the detailed project funding proposal and scan the relevant section of the NEAP to place this particular project/activity in the overall context of elephant conservation in that range State.



#### **Box 5. Implementation Plan details when using a spread sheet**

- Objectives, Targets, Actions and Activities (Numbering)
- Cross reference with numbering NEAP, AEAP and NIAP
- Priority Ranking (1 = highest – 5 is lowest)
- Action/Activity; Provide summarized description
- Finalized, Underway or Planned
- Funding (Secured/Required)
- Who is Responsible: Lead Agencies/NGOs & Supporting Agencies/NGOs
- Geographic Scope: Where exactly?
- Methods: Summarized but concise
- Metrics (Indicators of Progress): Output (Activity) Metrics and Outcome Metrics
- M&E Plan: (See EPI M&E Framework)
- Timetable: When exactly will what be done (by quarter or by year)

#### **Step 7: Developing a Resource Mobilisation Plan & Budget**

The medium-term (3 years) Resource Mobilization Plan & Budget (RMP&B) is for macro-financial purposes - that is for the donors to have a medium-term summary budget that can be easily scanned, after which further details can be found in the IP, the project funding proposals and in the NEAP. The RMP&B only includes activities and budgets for which detailed project proposals were developed and attached to the NEAP, whether by government or other stakeholders. Annex 2 shows the template used for the RMP&B which should be attached to the NEAP as an annex.

The RMP&B uses the headings from the IP and expands on the budgetary requirements for projects in the IP which are yet to be partially or fully funded. Activities financed by the government should be expressed in the local currency (using a current rate of exchange) and activities that require external funding should be expressed in US\$.

#### **Step 8: Government Endorsement of the NEAP Package**

The Government should officially endorse the NEAP and its attachments and non-confidential sections should be disseminated to relevant stakeholders including other Government Departments, private sector (in particular extractive industries), research bodies, non-governmental organisations, international government organisations, and funders.

### **Step 9: Implementation of the NEAP**

The NEAP actions should be incorporated into work planning processes within all government departments and NGOs implementing the activities. Through the proper government channels, a National Elephant Action Plan Coordinator or nominated focal point should be responsible for keeping track of NEAP implementation. Review meetings should be held at least twice a year, whereby IP and RMP&B should be updated, including reviewing of new project funding proposals. Past experience has shown that the position of the NEAP Coordinator and implementation of the NEAP is greatly enhanced if supported by a National Elephant Action Plan Coordination Committee (NEAPCC), or equivalent. Membership of the NEAPCC (or similar body) should ideally be constituted to ensure broad participation by representatives from all relevant government departments, other national agencies, and representatives of the relevant (I)NGOs working on conservation. This will ensure collaboration and coordination of any proposed actions and will particularly encourage alignment between the NEAP priorities and national development plans. Ideally, any NEAPCC or similar body would meet at least twice per year to assess progress with implementing the NEAP and to make any recommendations necessary.

NEAP Packages (either NEAP with all attachments or project proposals with RMP&B) can be submitted to funders for financial and technical support. The EPI aims to fund priority projects, but most of the funding proposals are likely to be sent to a range of donors all of whom will have their own particular requirements for proposals (see section 2).

## **6. NEAP Structure and Content**

NEAPs need to be aligned to the AEAP objective structure, but they can have different formats depending on the availability of existing plans and/or strategies and the needs and preferences of the range States' authorities. Although the NEAP format is not rigid, all NEAPs should at least include the following key sections:

### **Status Review and Threats Analysis**

At a minimum, a status review should provide information about the distribution and abundance of elephants in a range State, with information about the trends in those parameters. Ideally, the information about distribution, abundance, and trends should be coded according to the reliability of the data. Details of all threats to elephants and their habitats should also be provided for the range State in general and for each protected area (PA) with elephants, along with information about the evidence-base for the threats data. In addition, information about the distribution, extent (severity), and frequency of human–elephant conflict should be included, again with data on the evidence-base. An outline of the relevant legislation (e.g. National Parks and Wildlife Act), penalty structure and law-enforcement capacity at the central level and for each of the PAs that contain elephants should be included. Additionally, where possible it may be useful to include information on the number of arrests/prosecutions and sentences for elephant/ivory offences and the trends of these crimes (e.g. are they increasing/decreasing/hotspot areas).

### **Vision**

The vision should be an inspirational encapsulation of the desired range and abundance for the species, its ecological role, and its relationship with humans. The vision for a NEAP should be derived from an analysis of the species' status - primarily in the range State but also informed by regional and range-wide concerns - and from a detailed consideration of the long-term national (and regional and range-wide) conservation needs of the species. The vision should be as ambitious and as inclusive as possible. For elephants, a 100-year vision is arguably appropriate because 100 years is only about twice the lifespan of a wild elephant, thus it is difficult to conceive of a shorter period that would be meaningful if the vision and goals are to address questions of population and habitat viability (for an example see Vision identified by range States (AEAP); Introduction).

### **Goal**

The Goal expands the vision into operational, action orientated, long-term aims. For example, the desired number of ecologically functioning elephant populations per major habitat type, or whether restoration (reintroduction) is needed. The Goal has the same long-term time frame and wide spatial scale as the vision, and they are developed using the same criteria for what it

means to save the species that were agreed when developing the vision (see Goal identified by range States (AEAP); Introduction).

## **Objectives**

Objectives outline how the vision and goal of an action plan can be turned into reality. The vision and goal describe a future scenario that the stakeholders wish to achieve for the species, and the objectives identify the multiple steps needed to achieving that scenario. The 8 generic objectives of the AEAP need to be adapted to local circumstances, but should be clear, realistic and measurable to ensure progress can be tracked. Actions and activities in the NEAP are derived from the objectives. The 8 objectives address such needs as reducing poaching and illegal trade in ivory (1), protecting elephant habitat (2), mitigating Human-elephant Conflict (HEC) (3), raising awareness (4), increase knowledge through research and monitoring (5), strengthen cooperation with neighbouring countries (6), improve local community's cooperation by involving them with wildlife management and providing alternative livelihoods (7), and the NEAP is effectively implemented (8). Thus, objectives should be fully aligned to the AEAP.

## **Actions, Activities and Targets**

Actions and their respective activities need to be implemented to achieve the NEAP objectives and, ultimately, its goal and vision. Proposed actions and activities are likely to be diverse, including regular patrols using the SMART tool (Spatial Monitoring and Reporting Tool) or other systems to effectively protect elephants and their habitats; creation of intelligence networks around protected areas and at the national level, and connecting these to an international network, and associated investigations and prosecutions; surveys of elephant distribution and abundance; ivory management, HEC mitigation measures, and involving local communities in wildlife conservation and research and providing alternative livelihoods to enable them to cohabit with elephants. The actions and activities should be highly specific: detailing not only what needs to be done, but also by whom, where, and within what timeframe. It may sometimes be useful to attach priority rankings to particular activities. See Annexes 1 (Implementation Plan) and 3 (example log frame) to capture this information. Objectives need to be linked to targets as well. Targets are measurable steps that describe what needs to be accomplished to meet a goal or objective. Targets should always be SMART (Specific, Measurable, Achievable, Realistic, and Time-bound).

## **Indicators**

Indicators (or metrics) should be defined for each action to measure what each action is intended to achieve, and to determine when the action has been performed successfully. NEAPs include two types of indicators: output metrics and outcome metrics (EPI M&E Framework, 2019). Output metrics (or indicators of progress) are short to medium term (1 – 3 years) and measure whether actions are actually being implemented, thereby allowing all stakeholders to keep track of progress in implementing the NEAP. Examples of Output indicators are: “number of patrols



completed per month in priority sites”, or “number of population surveys completed in priority sites per time unit”. Outcome metrics or indicators are medium to long term and they essentially inform stakeholders whether the NEAP’s targets have been met and consequently whether those responsible for implementing the NEAP have been successful in conserving elephants in the range State. Outcome metrics may include “Proportion of Illegally Killed Elephants (PIKE) in key sites”, or “elephant population trend in key sites”. Both output and outcome metrics need to be included in all NEAPs. For metrics related to actions designed to counter wildlife crime, it is strongly recommended that the International Consortium on Combating Wildlife Crime (ICCWC) Indicator Framework is used. For a detailed explanation on indicators see EPI M&E Framework (2019).

### **Monitoring and Evaluation**

Adaptive management has to be integral to the NEAP approach. As factors relating to elephant conservation will change over time, a NEAP needs to include a monitoring framework: a process for monitoring the results of the actions, activities and targets, and a mechanism for continuing review and refinement. This mechanism should include on-going compilation and review of data on the status of elephants (abundance and distribution) and on threats to elephants and their habitat in the range State. For a detailed explanation on adaptive management, monitoring & evaluation of NEAP implementation and example templates for use in the field, see EPI M&E Framework (2019).

NEAPs can be formally published but they will also need to be an electronic “living document” subject to continual refinement (but with adequate version control so that it can be properly referenced and progress can be traced). Moreover, Annexes such as the funding proposals, implementation plan and RMP&B continuously change with on-going implementation of the NEAP.

### **Annexes – Project Funding Proposals**

All NEAPs should include, as annexes, detailed budgeted project proposals required for implementing the NEAP. The number of annexes will increase over time as new project proposals are identified (although fully implemented project funding proposals may be removed from the NEAP at some point in time), and each of the Actions of the NEAP might have one or several projects. These annexes are an important part of any NEAP and will form the basis for proposals for technical and financial support from EPI, traditional and non-traditional donors, and can be used as the basis of applications to other parties.

Each Project Annex should include:

- Title, Objective, and NEAP Objective, Action and Activities concerned,
- Rationale,
- Methodology,

- Relationship to the AEAP, any NIAP, and the EPI,
- Expected outcome(s),
- Actions/Activities and Methods,
- Actors,
- Work plan,
- Timelines,
- Indicators and Monitoring and Evaluation Plan,
- Budget.

## **References**

EPI/Geopolicy (2018). NEAP Guidance Note for National Resource Mobilization, EPI Report.

EPI/Geopolicy (2019). Elephant Economics Botswana, EPI Report.

EPI (2019). Monitoring & Evaluation Framework, EPI Report.

Hedges, S. (2017). Guidelines and Standards for NEAPs, EPI, Version 3.03.



## Annex 2: Template for Resource Mobilization Plan & Budget

NEAP – Resource Mobilization Plan and Budget (Medium Term)										
Activity*	Project #/Name	Target(s)	Main Tasks	Lead Partner	Source of Financing	Budget (Yr.)**			Total	Shortfall
						1	2	3		
<b>Objective 1***: Insert</b>										
<b>Activity^</b>										
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
<b>Objective 1: Total</b>						00.00	00.00	00.00	00.00	00.00
<b>Objective 2: Insert</b>										
<b>Activity</b>										
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
<b>Objective 2: Total</b>						00.00	00.00	00.00	00.00	00.00
<b>Objective 3: Insert</b>										
<b>Activity</b>										
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
<b>Objective 3: Total</b>						00.00	00.00	00.00	00.00	00.00



<b>Objective 4: Insert</b>										
<b>Activity</b>										
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
<b>Objective 4: Total</b>						00.00	00.00	00.00	00.00	00.00
<b>Objective 5: Insert</b>										
<b>Activity</b>										
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
<b>Objective 5: Total</b>						00.00	00.00	00.00	00.00	00.00
<b>Objective 6: Insert</b>										
<b>Activity</b>										
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
<b>Objective 6: Total</b>						00.00	00.00	00.00	00.00	00.00
<b>Objective 7: Insert</b>										
<b>Activity</b>										
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00
#		▪	▪			00.00	00.00	00.00	00.00	00.00

<b>Objective 7: Total</b>						00.00	00.00	00.00	00.00	00.00
<b>Objective 8: Insert</b>										
<b>Activity</b>										
#						00.00	00.00	00.00	00.00	00.00
#						00.00	00.00	00.00	00.00	00.00
#						00.00	00.00	00.00	00.00	00.00
<b>Objective 8: Total</b>						00.00	00.00	00.00	00.00	00.00
<b>Total NEAP Budget</b>										
						00.00	00.00	00.00	00.00	00.00

\*Activities should be drawn from the NEAP structure and follow the same numbering format.

\*\*Budgets financed by the national government should be expressed in the local currency, whereas budgets primarily funded through external sources should be expressed in US\$.

\*\*\*Objectives should be drawn from the NEAP structure, which should be strictly aligned with the AEAP objective structure (Objectives 1 – 8).

^Insert more rows as required.

### Annex 3: Example Format for Summary Table of Vision, Goal, Objectives, Actions and Activities.

Long Term Vision:								
Goal (10 Years):								
Specific Objectives - Results To Be Achieved Within 10 Years								
	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7	Objective 8
Theme:								
Objective:								
Actions: 1								
Activities: 1.1 1.2								

### Annex 4: Example Log frame for Actions, Activities and Indicators

Objectives	Target/desired outcome	TimeLine	Responsibility	Indicators
Objective 1				
Action	Target/desired outcome	TimeLine	Responsibility	Indicators
1				
Activity				
1.1				
1.2				
1.3				