of the Commission Decision on the individual measure in favour of ACP countries, to be financed from the 10th European Development Fund

Action Fiche for Minimising the Illegal Killing of Elephants and other Endangered Species - MIKES

1. IDENTIFICATION

Title/Number	Minimising the Illegal Killing of Elephants and other Endangered Species - MIKES CRIS number : 024-888
Total cost	**Total estimated cost: EUR 13 708 000** Total amount of EDF contribution: EUR 12 335 000 The action is co-financed in parallel co-financing by the Convention on International Trade in Endangered Species (CITES) and its partner organisations: EUR 1 373 000
Aid method / Method of implementation	Project approach Joint management with the CITES Secretariat/ United Nations Environment Programme (UNEP)
DAC-code	410	Sector	41030 Biodiversity

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

The Minimising the Illegal Killing of Elephants and other Endangered Species - MIKES project builds on the highly successful Monitoring the Illegal Killing of Elephants (MIKE) Programme, which has been implemented together with African Elephant range States by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) with the support of the European Commission from 2001 until the present day, and which was designed to generate reliable and impartial data on the status and trends in African elephant populations, illegal killing and illegal trade in ivory, as a basis for international and range State decision making and action concerning elephant conservation. The MIKE Programme has documented alarming increases in levels of elephant poaching and highlighted the urgent need for action to reduce the increasing threat to elephant populations across Africa as a result of the escalating international illegal trade in their ivory, as well as similar threats that are being faced by other CITES-listed flagship species. MIKES will respond to this need by leveraging the strong foundation established and successes that have been achieved by MIKE over the past decade, but **with an expanded focus** to include: a) other flagship CITES-listed flagship species threatened by international trade; b) initiatives aimed at minimising the impact of poaching and the illegal trade on the target species, in particular through efforts to strengthen the capacity and capabilities of law enforcement agencies to combat poaching at both site and national levels; c) piloting of the MIKE Programme's successful adaptive management and monitoring approaches in selected sites in the Caribbean and Pacific regions.

2.2. Sector context: policies and challenges

The MIKE Programme received its mandate from Resolution Conf. 10.10 of the CITES Conference of the Parties (CoP) held in Harare in June 1997, which resolved that a monitoring system be put in place across the entire range of African and Asian elephants, with the aim of providing reliable information on elephant status and trends to inform the dialogue and facilitate decisions by CITES concerning the protected status of elephants. This initial resolution has been further modified and elaborated at subsequent CoPs, most recently at CoP16 (Bangkok 2013).

At the African elephant range State level, the key policy and strategy framework for MIKES is provided by the African Elephant Action Plan (AEAP) which was developed and subsequently approved by participating range States at CITES CoP15 (Doha, 2010). The AEAP defines a set of eight key objectives aimed at securing, and restoring where possible, sustainable elephant populations throughout their present and potential range in Africa. In its guiding principles, the AEAP recognises *"the contribution made by MIKE and ETIS[1] to monitoring illegal killing of elephants and illegal trade in ivory, and the need to expand these programmes further"*. In this regard, the new MIKES project results and activities are designed to be still better aligned with the objectives defined in the AEAP.

At the sub-regional level, the impact of the MIKE Programme in strengthening the mainstreaming of biodiversity monitoring and law enforcement is well illustrated by the '*Plan d'Action sous-régional des Pays de l'Espace COMIFAC pour le renforcement de l'Application des Législations nationales sur la Faune sauvage*' (PAPECALF), which was fully endorsed by the representatives of all 8 COMIFAC[2] Governments in November 2011. PAPECALF builds on a number of initiatives established by MIKE and Elephant Trade Information System (ETIS), and continuing and increasing support for existing MIKE activities is a major aspect of the activities set out in the plan. The new MIKES project will support the implementation of biodiversity monitoring and law enforcement strategies as identified in PAPECALF, as well as replicating and supporting similar sub-regional initiatives in other African sub-regions.

In terms of **European Union** policies and strategies, the proposed programme helps reinforce the EU Biodiversity Strategy to 2020[3] and its target to halt the loss of biodiversity and the degradation of ecosystem services by 2020, and restoring them in so far as feasible, while stepping up the EU contribution to averting global biodiversity loss.

2.3. Lessons learnt

MIKE has now been operating in Africa for 12 years, and there is now a rich volume of practical experience that provides a strong foundation for the design of appropriate, realistic and cost effective activities to be implemented by the new project. The lessons learnt that have influenced the design of MIKES have been generated by the mid-term and final evaluations of both MIKE Phases I and II, as well as a variety of specialist studies on different aspects of the MIKE Programme's activities. Key lessons learnt underlying the MIKES project design are:

- **Further effort is needed in the development of site and national level law enforcement systems**. The complexity of law enforcement and management challenges now facing wildlife management authorities at the site and national levels means that there is a need to invest in the strengthening of law enforcement systems. In Phase II, MIKE provided support for the roll-out of the Management Information SysTem (MIST) ranger-based monitoring system, which was a partial contribution to this need. However, advanced skills in MIST are required to generate user-friendly outputs, and specific training is needed for managers to use such outputs to enhance their law enforcement operations. In addition, there are a number of other aspects of law enforcement systems that also need to be strengthened, such as intelligence and prosecution systems, law enforcement operations planning, etc. Investment in the development of these systems, and building the capacity of site managers to use them effectively in their law enforcement activities, is likely to be highly catalytic in strengthening the protection of elephants and other flagship species, as well as the morale and efficiency of law enforcement teams at the participating sites.

- **Regular and reliable data on elephant killing, elephant population status and trends, and ivory trade and impartial analysis are vital for achieving greater international and national political will and for effective decision making**. MIKE Phase II has begun producing regular and reliable

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[1] The Elephant Trade Information System, MIKE's sister programme
[2] Central African Forests Commission
[3] COM (2011) 244.

data and analyses that are becoming highly influential in informing international decision making and action, and have the similar potential to inform national and sub-regional decision making and action in the future. The key aspects of this success are the fact that both MIKE's and ETIS' data on illegal killing of elephants and ivory trade trends are regarded by the majority of stakeholders as being statistically robust, impartial and vital for decision making.

- **There is a need to strengthen the actions taken by Range States to protect elephants and other endangered species, working at the national, sub-regional and continental levels**. A strong emphasis of MIKE Phase II was on building capacity for ranger-based monitoring in all participating range States. However, experience has shown that this capacity building has limited impact when the investment in law enforcement and species protection remains low – because of natural turnover of staff, and lack of resources to carry out ranger patrols. While it will continue to be important to provide essential investments in capacity building at the site level, there is a need to refocus investment on raising awareness and supporting cooperation and action in support of species protection and law enforcement at the national, sub-regional and international levels. In this way, the MIKES project has the potential of being more catalytic in enabling greater investment in species protection and site law enforcement in the long-term, rather than fire-fighting to address capacity needs at the site level in the short-term.

2.4.   Complementary actions

The MIKE programme is currently benefitting from a EUR 2 000 000 grant from the European Union under its Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy (ENRTP) until December 2014, under the project termed MIKE 3.0. In addition, there are a number of complementary actions to the proposed MIKES project operating at international, continental, sub-regional and national levels. At the **international level**, a key complementary action is the EU Biodiversity and Protected Areas Management Programme (BIOPAMA), which was launched in July 2011 with financial support from Intra-ACP resources under the 10th EDF, and is being jointly implemented by the Commission Joint Research Centre (JRC), the International Union for conservation of Nature (IUCN) and the German Development Cooperation Agency (GIZ). BIOPAMA is highly relevant and potentially complementary to the new MIKES project in several ways: firstly, MIKES, through its grassroots ranger-based monitoring activities could potentially serve as a rich source of information to feed into the development of the BIOPAMA regional observatories; secondly, BIOPAMA could potentially bring the JRC's analytical capacity and expertise to bear in strengthening the analysis of MIKE-generated data; and lastly, BIOPAMA and MIKES share the objective of providing relevant data to strengthen law enforcement and protected area management at the national and sub-regional levels (in BIOPAMA's case through the regional observatories) and there is considerable scope for collaboration between the two programmes in achieving these shared objectives.

Also operating at the international level is the Elephant Trade Information System (ETIS), which is MIKE's sister programme and similarly mandated under CITES Resolution Conf. 10.10. MIKE and ETIS have collaborated closely in MIKE Phases I and II, and both MIKE phases have provided partial funding for ETIS. Under MIKES, it is planned that collaboration and integration between MIKE and ETIS will be greatly strengthened, and that MIKES will provide full support for ETIS activities. Another important complementary action is the International Consortium to Combat Wildlife Crime (ICCWC), a collaborative effort between five inter-governmental organizations aimed at supporting national and subregional enforcement agencies to effectively enforce wildlife law. The EU is ICCWC's main donor, having provided EUR 1,700,000 over three years under the ENRTP.

At the **continental level**, the key complementary action to MIKES is the African Elephant Action Plan, which has been adopted by African Elephant range States as the common framework for coordinating and promoting action to protect elephant populations and to combat the ivory trade, and which also provides a broad framework for CITES initiatives with regard to the protection of African elephants.

At the **sub-regional level**, a key complementary action to MIKE Phases I and II (and potentially for MIKES) is the EU multi-state programme "Conservation and rational use of forest ecosystem in Central Africa (ECOFAC IV). ECOFAC is designed to improve the management of forest protect areas in Central Africa and to enhance collaboration between participating states in applying best management practices. As such, many of the lessons learnt from ECOFAC have been important in the implementation of MIKE Phases I and II, and provide an important foundation for the design of activities to be implemented under MIKES.

At the **national level**, there are a variety of non-governmental organisation (NGO) projects being implemented to strengthen protected area law enforcement and monitoring systems and, as in MIKE Phase I and II, these site-level initiatives are expected to form a vital mechanism for the achievement of MIKES site-level results. Of even greater importance are the practical law enforcement and protected area management initiatives being undertaken by range States and sites that are expected to participate in the implementation of MIKES, without which the project cannot hope to succeed. In this regard, many range States have developed national conservation and management strategies for elephants and other flagship species, which are being implemented with various degrees of success.

2.5.   Donor coordination

The MIKES project will use a multi-tiered stakeholder coordination structure. At the international level, the implementation of MIKES will be overseen by the MIKE and ETIS Subgroup of the CITES Standing Committee, which is composed of both range States and donor States. Meetings of the Subgroup will be used as opportunities to coordinate actions with donor States. Also at the international level, an important new stakeholder coordination mechanism to be established under MIKES will be the **MIKES Partnership**, comprising of representatives of national wildlife management agencies as well as conservation NGOs and other organisations that are participating in MIKES project delivery, including the MIKE Programme's traditional partners such as IUCN, TRAFFIC[4]/ETIS and the African Elephant Specialist Group (AfESG). The MIKES Partnership is also expected to include wildlife agencies and NGOs involved in the delivery of pilot activities in the Caribbean and Pacific regions, as well as representation from the ACP Secretariat. The Partnership will be established in the first year of project implementation.

At the sub-regional level, it is anticipated that MIKES activities will be coordinated and overseen by sub-regional MIKES Partnership meetings (one for each of the four sub-regions), involving representatives of participating wildlife agencies and NGOs in the sub-region concerned. An important function of the sub-regional meetings will be promoting and supporting the rolling out of MIKES-supported biodiversity monitoring and adaptive management systems and protocols, overseeing the implementation of law enforcement and management effort benchmarks, and promoting actions at the sub-regional and national level to combat the illegal killing of elephants and other flagship species and the trade in their products. The sub-regional MIKES Partnership meetings will replace the sub-regional MIKE meetings that were supported during MIKE Phases I and II and MIKE 3.0.

3.   DETAILED DESCRIPTION

3.1.   Objectives

The **overall goal** of the MIKES project is:

Illegal killing of elephants and other CITES-listed flagship species and the illegal trade in their products are reduced

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[4] TRAFFIC was established in 1976 as the wildlife trade monitoring network,

The overall goal shows that while an important focus of MIKES is the protection and sustainable management of Africa's elephant populations, the scope of the project **also addresses the illegal killing and trade in other CITES-listed flagship species**, such as rhinos and great apes in Africa, and marine turtles in the Caribbean and Pacific regions. This reflects the fact that these species are also threatened by escalating illegal harvesting and trade, and that many of the challenges to be addressed and activities to be implemented under the MIKES project are also applicable to the protection of these species.

The MIKES **project purpose,** which aims to contribute towards the delivery of the overall objective, is:

Management systems, capacity, information and decision-making processes supporting the protection of elephants and other CITES-listed flagship species and combatting the illegal trade in their products are strengthened at site, national, sub-regional and international levels

This project purpose underscores MIKES's emphasis on the four key strategies to be implemented: – strengthening of management systems, capacity, information availability and decision-making processes – which are central to the achievement of the project's overall objective. The project purpose also emphasises the four key stakeholder levels at which the project will be active: site, national, sub-regional and international.

3.2. Expected results and main activities

The five project results[5] designed to achieve the project purpose, and that respond to the Lessons Learnt (section 2.2 above) are briefly outlined below.

Result 1: Information on status and threats to elephants and other flagship species and benchmarks on law enforcement and management effort

Result 1 builds upon the successful foundation for strengthening ranger-based monitoring of biodiversity and threats in participating elephant range States established during MIKE Phases I, II and 3.0, involving developing monitoring capacity and systems at both the protected area site and national levels for the implementation of the MIST monitoring system, as well as its successor currently under development, SMART[6]. The MIKES Programme will continue to support the implementation of these monitoring systems in sites and elephant range States currently participating in MIKE, as well as in additional sites that are of high priority for elephants and/or other flagship species. Another important dimension of the Result will be the establishment of **law enforcement benchmarks** that can be used by participating MIKE sites to measure the effectiveness and efficiency of their law enforcement systems, as well as to fulfil the broader monitoring requirements of the MIKES project and achievement of the law enforcement targets established by the broader CITES MIKE mandate.

The key activities identified to deliver this result are as follows:

- Activity 1.1 Develop improved ranger-based monitoring tools and systems based on protected area management needs and constraints, lessons learnt and best practice, including the introduction of the SMART system where appropriate
- Activity 1.2 Provide technical, capacity building and essential material support as appropriate to existing participating MIKE sites and countries to strengthen and consolidate established ranger-based monitoring (RBM) systems and capacity
- Activity 1.3 Develop benchmarks of law enforcement and management effort for participating MIKE sites and provide training to participating sites in their application

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[5] It is envisaged that there will be scope to fine-tune these results and the associate project logical framework in the first six-nine months of the project – see section 4.3 Implementation component and modules.
[6] Spatial Monitoring and Reporting Tool

▸ Activity 1.4 Carry out regular assessments of benchmarks and indicators as part of the MIKES Implementation Monitoring System (MIMS)

Result 2: Development of protected area law enforcement, management and monitoring systems, protocols and capacity of selected sites

Result 2 will allow the MIKES project to respond to major current and emerging hotspots for illegal killing of elephants and other target species. In selected priority sites, MIKES will provide technical and operational support for the strengthening of law enforcement capacity and systems of the concerned protected area agencies, through the provision of law enforcement-oriented training, technical support for the design of appropriate law enforcement patrol systems, and key operational support where required. The Result will also support efforts to strengthen the involvement of local communities in the law enforcement effort, alongside other local law enforcement agencies and the judiciary. Priority sites will be selected in accordance with their importance for the protection of key populations of elephants and/or other CITES-listed flagship species, the scale and nature of the threats to these species, and the likelihood of mitigating these threats through targeted support for the protected area's law enforcement and management systems.

The key activities identified to deliver this result are as follows:

▸ Activity 2.1 Develop and support the establishment of systems for improving the relevance of RBM to adaptive protected area management, including planning RBM operations and responding to information generated
▸ Activity 2.2 Develop or revise protected area management plans for selected target sites as a basis for planning and implementing effective law enforcement and adaptive management systems and improving accountability
▸ Activity 2.3 Provide technical, operational and material support for the strengthening of existing law enforcement and adaptive management systems and capacity at target sites, incorporating lessons learnt and best practice solutions
▸ Activity 2.4 Develop protected area law enforcement capacity to respond to major current and emerging target species poaching crises at hotspots for illegal killing within priority protected areas
▸ Activity 2.5 Develop and support initiatives designed to strengthen collaboration between neighbouring local communities, local authorities and protected area management in law enforcement initiatives in target protected areas
▸ Activity 2.6 Develop mechanisms for sharing of intelligence information between target sites concerning illegal killing of elephants and other flagship species, including the potential role of the MIKES Partnership

Result 3: National and sub-regional information, decision making and intelligence systems

Result 3 addresses the lesson learnt from MIKE Phase II concerning the need to further strengthen national-level information, decision making and enforcement systems designed to reduce illegal killing of elephants and other flagship species. The Result builds on the positive engagement of national wildlife authorities that has been spearheaded by the MIKE Sub-Regional Support Units, and represents a crucial aspect of MIKES' efforts to achieve sustainability by enabling national wildlife management agencies to mainstream biodiversity monitoring in their protected area systems and management policies. Another important component of the Result will be the development of national-level activities designed to strengthen the capacity of selected participating countries to combat wildlife crime, including potential policy and legislation initiatives, enhanced availability of critical information, and improved collaboration between national law enforcement agencies and the judiciary. Result 3 will also facilitate and support sub-regional cooperation, information sharing and action to protect elephants and other flagship species, utilising the platform provided by the existing MIKE sub-regional meetings.

The key activities identified to deliver this result are as follows:

- Activity 3.1 Work with national wildlife agencies to gain buy-in for the development and implementation of law enforcement and management effort benchmarks
- Activity 3.2 Provide support to focal country protected area institutions in the implementation of biodiversity monitoring systems and their integration in national conservation and environmental planning
- Activity 3.3 Support the implementation of national wildlife crime and illegal trade intelligence initiatives according to the ICCWC Toolkit framework
- Activity 3.4 Support national and sub-regional wildlife crime and illegal trade initiatives, including the potential establishment of National Environmental Security Task Force (NEST) type initiatives
- Activity 3.5 Facilitate sub-regional collaboration in conservation of flagship species and law enforcement through the MIKES sub-regional Partnership Meetings

Result 4: International awareness, cooperation, and action in the conservation and protection of elephants and other flagship species

Result 4 will continue the process launched in MIKE Phases I and II to catalyse and inform international conservation awareness, collaboration and action through the regular dissemination of reliable, relevant and user-friendly information of the status and trends in elephants and other target species, as well as the international trade in their products. This will include support for other key international initiatives, such as support for the work of TRAFFIC on trade in the target species, including the Elephant Trade Information System, ETIS, and the African Elephant Database (AED) maintained by the AfESG. The result will also work with these key partner agencies to continue the development of an analytical framework designed to strengthen the integration of analysis and reporting of information across the entire illegal ivory supply chain, from the site level through to the ultimate markets for these products.

Another key component of Result 4 will be the establishment of a **MIKES Emergency Response Mechanism** (MERM) designed to enable MIKES to respond to sudden increases in the illegal killing and/or international trade in elephants and other targeted flagship species at specific sites. The MERM is expected to consist of three main components: a) an initial assessment phase in which the specific nature of the emerging threat is assessed and appropriate mitigation activities are designed in consultation with the concerned range State management agency; b) the implementation phase where the identified mitigation activities are implemented; and c) an evaluation phase in which the situation is further assessed to see whether mitigation activities have succeeded in lowering the threat level, and to generate lessons learnt. Mitigation activities could include reinforcement of law enforcement through the provision of equipment, technical expertise or by catalysing law enforcement support on the ground in partnership with other participating governments.

The key activities identified to deliver this result are as follows:

- Activity 4.1 Further develop methodologies for analysing ranger-based monitoring data, designed to ensure the production of reliable, cost effective and user-friendly synthesis information that fulfils CITES decision making
- Activity 4.2 Compile, analyse and disseminate biodiversity and threats information to CITES and other appropriate international biodiversity conservation mechanisms and forums
- Activity 4.3 Provide support to ETIS for building and consolidating systems and capacity for monitoring trade in elephant products, and explore collaborations for similar databases for other illegally-traded target species
- Activity 4.4 Provide support to AfESG in monitoring elephant population status, trends and threats, and explore potential collaboration with similar initiatives for other flagship species
- Activity 4.5 Design a framework for the implementation of the MIKES Emergency Response Mechanism, and carry out MERM initiatives according to the identified response criteria

▸ Activity 4.6 Develop and implement the MIKES Partnership as a mechanism for coordinating law enforcement, adaptive management and monitoring activities supported by MIKES, exchange of lessons learnt and best practice, and promotion of additional conservation action

Result 5: Piloting of law enforcement, management and monitoring systems, protocols and capacity building approaches in Caribbean and Pacific protected area sites

Result 5 aims to pilot the key protected area and flagship species monitoring and protection methodologies that have been developed through a decade of the implementation of the MIKE Programme, and that will be further expanded and strengthened through MIKES, in selected protected area sites in the Caribbean and Pacific regions. The main aim will be to test the applicability and relevance of these management approaches outside the African continent, in potentially very different law enforcement and management situations, with different flagship species and different law enforcement challenges.

The key activities identified to deliver this result are as follows:

▸ Activity 5.1 Identify appropriate protected area sites for implementing pilot MIKES activities and establish collaboration agreements with the relevant protected area authorities and partner organisations
▸ Activity 5.2 Develop and implement practical and effective protected area law enforcement and management systems at pilot protected areas and provide technical and operational support for the strengthening of existing systems, incorporating lessons learnt and best practice solutions
▸ Activity 5.3 Establish communication mechanisms between participating sites in the ACP region for exchange of lessons learnt and best practices.

3.3. Risks and assumptions

The table below describes the key risks that have been identified that could adversely affect the achievement of MIKES objectives or activities, including an assessment of their possible impact severity and likelihood, and strategies that can be used to manage and mitigate risk.

Risk description	Impact severity	Likelihood	Risk management strategy
Site-level capacity gaps leading to insufficient field data quality and/or quantity	Medium	Medium	▸ Building on lessons learnt from MIKE Phase II, MIKES will promote the use of systems for collection and storage of data on the illegal killing elephants in line with site-level capacity. ▸ On-going technical backstopping will be provided where appropriate
Lack of adequate incentives for protected area managers and national level officers to fulfil their roles in transmitting accurate and timely data on the illegal killing of elephants	Medium	Medium	▸ At the national and sub-regional level, MIKES will highlight the critical need for accurate and timely data to inform decision-making
Lack of political will and capacity among participating countries to share information at the regional and international level	High	Low	▸ The crucial role of data sharing, harmonization and cooperation will be promoted, building on existing high levels of support for the MIKE Programme in participating range States
Limited institutional buy-in and support for protected area law enforcement systems promoted by MIKES	High	Medium	▸ The relevance of practical and effective protected area law enforcement systems and benchmarks will be promoted ▸ The need for on-going assessment against law-enforcement benchmarks to fulfil the CITES Res. 10.10 mandate will be promoted
Insufficient site-level capacity to adopt protected area law enforcement systems promoted by MIKES	High	Medium	▸ MIKES will collaborate with the SMART Partnership in the development and application of RBM tools, and with the BIOPAMA programme in building capacity for the implementation of law enforcement systems
Insufficient national-level capacity to	High	Medium	▸ MIKES will support the establishment and operation

Risk description	Impact severity	Likelihood	Risk management strategy
implement effective decision making and enforcement systems aimed at protecting elephants and other endangered species and combating trade in their products			- of national-level decision-making systems - MIKES will provide appropriate national-level information possibly in collaboration with BIOPAMA - MIKES will support assessment exercises using the ICCWC toolkit and follow-up enforcement initiatives
Limited international acceptance of the scientific credibility, quality and timeliness of MIKES data	High	Low	- Building on the successes of the MIKE Programme, methodologies for analysing and validating field-data will be further developed through the MIKE Technical Advisory Group and outside consultancies to ensure the production of reliable, timely and user-friendly information that fulfils international needs - Collaboration with the African Elephant Specialist Group (AfESG) and ETIS will enable the production of integrated elephant population and ivory trade information as required by the international community. - Potential collaboration with the JRC through its role in the BIOPAMA programme will aid the delivery of scientifically robust data to participating countries
Insufficiently clearly defined institutional roles and responsibilities within MIKES and partners to enable effective project implementation	High	Low	- Building on lessons learnt from MIKE, the roles and responsibilities within the MIKES structure will be adapted to optimise efficiency - Management arrangements will be revised and strengthened to optimise partner collaboration through the establishment of the MIKES Partnership

The following key **assumptions,** which have the potential to influence the success of MIKES, are made:

▸ The implementation of the MIKES project will not be severely affected by the outbreak of armed conflicts in participating countries
▸ The high levels of support among African elephant range States for the MIKE Programme and MIKE-supported systems will be maintained and will translate in political will to back the new MIKES project
▸ The political will exists among African elephant range States to move beyond simply monitoring the illegal killing of elephants and to take concrete steps towards strengthening law enforcement at the protected area and national level.

3.4.   Cross-cutting Issues

As an environmental protection and sustainable management initiative, environmental considerations are necessarily at the core of the MIKES design, and are explicitly mainstreamed in the results framework at the overall goal, purpose and result level.

As further discussed in section 3.5, 'Stakeholders' below, the main MIKES' beneficiaries and target groups are protected area managers and law enforcement staff, national wildlife agencies and related law enforcement agencies, and sub-regional and international level policy institutions and decision makers. With the exception of a component under Result 2 aimed at strengthening community participation in protected area management and law enforcement, the project is not expected to directly engage with local communities. As such, the project will chiefly be governed by implementing agencies' gender policies, procedures and practices, including those of participating government and NGO partner agencies. In those cases (such as Result 2) where the project engages directly with local communities, efforts will be made to ensure that these interactions are carried out on the basis of gender equality, in so far as this is appropriate.

3.5.   Stakeholders

The key stakeholders and target groups can be divided into four major categories: 1) protected area managers and law enforcement staff; 2) national wildlife and environmental institutions and decision

makers responsible for overseeing protected area conservation and management action; 3) sub-regional level institutions and decision makers responsible for coordinating and facilitating national-level conservation action and for harmonising management approaches across the sub-regions; and 4) international level policy institutions and decision makers responsible for enabling international action and awareness in support of the conservation of elephants and other CITES-listed flagship species. project has been designed to interact with stakeholders at each of these levels (see section 4.1: Method of Implementation).

MIKES's efforts to empower protected area management and law enforcement agencies to effectively address poaching and protect natural resources at participating sites are also expected to be beneficial to the sustainability of local vulnerable groups' livelihood, such as traditional communities relying on natural resources and ecosystem functions. These often marginalised groups are also expected to benefit from a decrease in insecurity and cattle raiding often associated with the presence of organised poaching cartels. In addition, the project is expected to lead to an improved understanding of some of the key challenges to law enforcement and drivers of elephant poaching at the protected area level. In this respect, addressing the role of park-adjacent communities in the illegal killing of elephants and the illicit ivory trade will allow for the development of targeted tools and strategies to facilitate access to alternative livelihoods for these economically vulnerable communities and to increase their participation in conservation activities, with the aim of achieving a more sustainable co-existence with elephant populations and other wildlife.

4. IMPLEMENTATION ISSUES

4.1. Financing agreement

In order to implement this action, it is foreseen to conclude a Financing Agreement with the Secretary General of the ACP Group of States, referred to in Article 184(2) of the Financial Regulation or in Article 17 of Annex IV to the Cotonou Agreement.

4.2. Indicative operational implementation period

The indicative operational implementation period of this action, during which the activities, described in sections 3.2 and 4.3, will be carried out, is 54 months, and an additional 24 months for closure, subject to modifications to be agreed by the responsible authorising officer in the relevant agreements.

4.3. Implementation components and modules

4.3.1. *Joint management with an international organisation*

This action with the objective of Minimizing the Illegal Killing of Elephants and other Endangered Species will be implemented in joint management with the CITES Secretariat/UNEP.

This implementation is justified because no other organization has the specific mandates and experience relevant to this project across a large number of countries.

CITES is fully integrated in the administrative structures of UNEP (and benefits of a UNEP Delegation of Authority to the CITES Secretariat), and is subject to United Nations rules and procedures on accounting, audits, internal control and procurement. All contracts implementing the action will be awarded and implemented in accordance with the procedures and standard documents laid down and published by UNEP, in line with standard UN procedures.

Joint management with the CITES Secretariat/UNEP in accordance with Article 29 of the Financial Regulation of the 10th EDF is possible because the United Nations Environment Programme (UNEP) has passed the 4 pillars assessment, is bound by a long-term framework agreement (FAFA).

The international organisation will implement the activities described in sections 3.2 and further described below.

The change of method of implementation constitutes a substantial change except where the Commission "re-centralises" or reduces the level of budget-implementation tasks previously entrusted to the international organisation. The MIKES project will be implemented in participating MIKE sites and range States in Africa[7], as well as in selected sites in the Caribbean and Pacific regions. However, some range States that have not been effectively participating in the MIKE Programme or else do not have viable populations of elephants or other flagship species may not be included. In addition, under Result 2, 10 priority sites will be selected for enhanced law enforcement and adaptive management support, 2 to be supported directly by MIKES, and the remaining 8 to be indirectly supported through partner NGOs at the selected priority sites. The target sites will be identified in consultation with potential host countries during the first six months of project implementation, using selection criteria based on the significance of the elephant and other flagship species populations at the sites concerned, the likely impact of support in terms of reduced illegal killing, the suitability of possible NGO partners, etc. For the Caribbean and Pacific regions, two target sites - one for the Caribbean region and one for the Pacific region - will be identified using a similar selection process, in consultation with potential host countries.

4.4. Scope of geographical eligibility for procurement in direct centralised and decentralised management

Subject to the following the geographical eligibility in terms of place of establishment for participating in procurement procedures and in terms of origin of supplies and materials purchased as established in the basic act shall apply.

4.5. Indicative budget

The total budget of EUR **13 708 000** comprises an EU contribution of EUR 12 335 000 and matching funds from CITES and its partner organisations of EUR 1 373 000. It is anticipated that the detailed budget will be fine-tuned during the first six months of project implementation (see section 4.3 Implementation components and modules).

Categories	EU contribution (EUR)	Third Party Contribution (Project Partners) (EUR)	Total (EUR)
Contribution Agreement CITES	EUR 12 035 000	1 373 000	13 408 000
Evaluation	300 000	/	300 000
TOTAL	**12 335 000**	**1 373 000**	**13 708 000**

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[7] MIKE 3.0 participating range States are: Benin, Botswana, Burkina Faso, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Eritrea, Ethiopia, Gabon, Ghana, Guinea, Kenya, Liberia, Malawi, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, South Africa, Togo, Uganda, United Republic of Tanzania, Zambia and Zimbabwe.

4.6. Performance monitoring

Project implementation will be monitored according to objectively verifiable indicators on an on-going basis, and corrective action will be taken should significant deviations from expectations occur. Preliminary indicators are shown in the draft logical framework set out in the Technical and Administrative Provisions. These indicators and benchmarks will constitute part of the MIKES Implementation Monitoring System (MIMS), which is currently being developed during MIKE 3.0 and will be finalized, along with their baseline and target values, during the first six months of project implementation.

As part of the overall MIKE programme, the MIKES project will be under the oversight of the MIKE ETIS Subgroup of the CITES Standing Committee.

4.7. Evaluation and audit

The project will be subject to routine internal audits by the United Nations Office for Internal Oversight Services (OIOS) as per United Nations rules and regulations. Regular spot checks will be conducted on reported expenditures by partners.

A mid-term independent evaluation will be undertaken in the third year of the project, and a final independent evaluation will be conducted at the end of the project.

A budget of EUR 300,000 is assigned for evaluation.

4.8. Communication and visibility

The costs of visibility actions are distributed across the different project result areas, in particular Results 3 (national and sub-regional actions) and 4 (international actions). Visibility actions will be disseminated through the CITES website, press releases, newsletters and publications. In addition, the mandate to report to the CITES Conference of the Parties and Standing Committee will be fulfilled. The EU will be acknowledged as the source of funding in all public communications, which will follow the EU's Communications and Visibility Manual for External Actions.