

effectively implement some of its components. To this end we want to reaffirm that the cost of conserving this elephant population, estimated to be of about 83,000 in 2014, is enormous and we cannot continue to fully implement the EMP without the resources derived from the sustainable utilization of elephants. These are not donor dependent resources, but in-country generated ones such as tourism hunting and live sales.

7. In addition, Zimbabwe has embarked in important reforms in wildlife management funded by the European Union. The [Zimbabwe Parks and Wildlife Management Authority \(ZPWMA\)](#) has been deeply restructured and this new approach is giving important results.
8. A comprehensive review of the CAMPFIRE programme was undertaken (2017-18), setting new conditions for the granting of Appropriate Authority status for the management of wildlife on communal land. Draft guidelines have been submitted for Ministerial consideration. The National CBRNM policy derived from the EU funded CAMPFIRE review is being finalized. This new policy seeks to improve the devolution of rights and responsibilities to grassroots communities' institutions. A fully-fledged new Community Liaison and Interpretation Service department was established at ZPWMA in 2018 whose Strategic Plan has been approved in the same year.
9. This document is based on the National Action Plans included in the EMP which are reported verbatim in the following tables with the addition of a fourth column to the right which shows the implementation progress from 2016 to June 2019. The EMP also included four Regional Actions Plans which are being implemented by the Regional Elephant Committees.

NOTE: For Acronyms and Abbreviations please refer to the ZIMBABWE NATIONAL ELEPHANT MANAGEMENT PLAN (2015-2020) hyperlinked in point 1 above

Zimbabwe National Elephant Management Plan (2015-2020)

3. VISION, TARGETS, AND KEY COMPONENTS

Long-term Vision:

To conserve elephants at levels that will enable them to contribute to biodiversity, national development and Zimbabwe's cultural heritage

Targets:

1. ***To maintain at least four demographically and genetically viable elephant populations in Zimbabwe***
2. ***To maintain or increase core protected range of elephant in Zimbabwe***
3. ***To maintain numbers / densities of elephant at levels that do not adversely impact on biodiversity conservation goals while contributing to economically viable and sustainable wildlife-based land uses in Zimbabwe***

Key Components	1. Protection and Law Enforcement	2. Biological Monitoring and Management	3. Social, Economic and Cultural Framework	4. Building Conservation Capacity	5. Coordination, Collaboration and Programme Management
Strategic Objectives	Objective 1. Ensuring effective protection of all populations of elephant in Zimbabwe	Objective 2. Implementing effective biological and ecological management to achieve populations that are within upper and lower acceptable limits in numbers and distribution	Objective 3. Implementing strategies that enhance the contribution of elephant to rural livelihoods and national development	Objective 4. Ensuring that sufficient and appropriately trained personnel, equipment, infrastructure and financing are mobilised, available and used efficiently and effectively	Objective 5. Ensuring effective coordination and collaboration with national and international stakeholders to achieve these strategic objectives
Outputs	Output #1: Management actions, security and law enforcement to minimise illegal losses of elephants and their habitats from all populations implemented	Output #2: Adaptive management to achieve viable populations in all four sub-populations implemented	Output #3: Fair distribution of financial benefits from elephants improved and tolerance for living with elephants increased	Output #4: Sufficient numbers of trained, equipped, motivated and effective personnel are deployed and operational	Output #5: Coordination mechanisms to assess and review adaptive elephant population management and strategic planning established and operating

4. ACTION PLANS

4.1 PROTECTION AND LAW ENFORCEMENT – Ensuring effective protection of all populations of elephant in Zimbabwe

Output: Management actions, security and law enforcement to minimise illegal losses of elephants and their habitats from all populations implemented

KPI: Illegal losses of elephant from at least 90% of elephant populations reduced to less than 5% by 2020, and less than 5% of elephant habitats encroached by settlements by 2020

MV: National level monitoring data on illegal activity, successful convictions, carcass records, status and trends of all elephant populations; verified data on extent of encroachment and of available elephant habitat

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation progress as of June 2019
1. For each key population establish a highly trained rapid response anti-poaching unit for deployment to areas under threat	1. An equipped rapid response unit established and operating jointly with Zimbabwe Republic Police (ZRP) in each region by June 2016	Inception report for each unit Monthly reports of operation from each unit Number of joint operations	Multi-stakeholders rapid response Units were established in elephant range areas and regularly reporting. Table 1 shows a summary of law enforcement in the period 2016-April 2019. ZPWMA has been implementing the CITES MIKES (Minimizing of the Illegal Killing of Elephant and Other Endangered Species) project for the Mana-Sapi-Chewore complex of the Lower Zambezi Valley since latter half of 2016 to date, with the assistance of The Tashinga Initiative (a Zimbabwe-based NGO), providing an enabling environment in which Rangers can effectively operate.
2. Informer systems enhanced and supported at national, regional and local levels	1. An active informer system/network operating within each region by Jan. 2016 2. National level informer system targeting middle men and higher crime syndicates operating by Jan. 2016	Operational reports Records of arrests and successful prosecutions resulting from informer reports Records of payments for information	ZPWMA went on an extensive informant recruitment exercise targeting crime hotspots in all elephant range areas and at national level and this was mainly guided by the Domesticated SADC Law Enforcement and Anti- Poaching Strategy (LEAP). This involved thorough vetting and profiling of the informer sources which were systematically placed into different categories, reliable, most reliable and those categorised as unreliable had their services terminated. A sound informer reward system was approved and this included monetary and non-monetary incentives. The system operates on an informer and handler confidentiality basis (no group running of contacts for effectiveness and security reasons) All arrests and successful prosecutions are duly recorded. Payments of informants are duly recorded and audited. Four additional investigations and intelligence offices were opened in Binga, Tsholotsho, Chiredzi and Chirundu to assist in curbing illegal activities.
3. Improve investigation and prosecution of crimes	1. At least two of law enforcement staff trained in scene of crime collection and preservation of evidence,	Staff training records Monthly reports Court records	Law enforcement staff received specialized training on scene of crime attendance, documentation and evidence preservation in all range areas.

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation progress as of June 2019
	<p>ballistics evidence, etc. in each area/station level</p> <p>2. Percentage of investigations resulting in successful prosecutions from each region greater than in 2014</p> <p>3. Monthly liaison sessions on wildlife crime and law enforcement held with members of the judiciary</p>	<p>Minutes of meetings with judiciary (prosecutors and magistrates)</p>	<p>Members in the specialised Unit of ZPWMA, Intelligence and Security members underwent specialised and advanced training courses in intelligence gathering, investigations, docket compilation, scene of crime attendance and evidence gathering and preservation among others. The need of an effective detection, investigation and prosecution system cannot be over emphasised.</p> <p>Training of members of the security forces involved with investigating wildlife crimes has been a major thrust in the ZPWMA's drive to provide members with skills to combat illegal wildlife trade.</p> <p>Through continuous lobbying and holding awareness workshops with judiciary, we have witnessed an improved judiciary chain where prosecution of environmental and more specific, wildlife crimes is fully functional and effective.</p> <p>A deliberate strategy targeting prosecutors was developed, as such many in jurisdictions relating to environmental crimes received training through the support of Government, ZPWMA, NGO stakeholder support and UNDP funded programs.</p> <p>Expeditious handling and speedy finalization of cases is now being witnessed in all provinces.</p> <p>Conviction rate is quite encouraging especially in matters involving illegal possession of elephant ivory and specially protected animals and products thereof.</p> <p>Matabeleland North Province encompassing Hwange National Park and Matetsi Block in particular Hwange Magistrate Court, Binga and Victoria Falls respectively have commendable cases before the court finalized with outstanding conviction rates.</p> <p>Mashonaland West Province is also a leading example in handling of wildlife cases where all wildlife cases on their court role are given high priority in particular Kariba Court. A deliberate strategy to engage other jurisdictions around the country is underway so that uniform handling of cases is achieved in all our lower Courts and Higher Courts where sitting Judges need to have the same appreciation on the negative side of poaching and illegal wildlife trade.</p>
<p>4. Set up and maintain national and local intelligence databases</p>	<p>1. National, regional and local databases recording and analysing illegal activity (nature, time and locality of activity and profiles of those involved if known)</p>	<p>Inspection of operating databases</p>	<p>An up to date wildlife crime database is in place where all criminals arrested and those on wanted lists nationally are profiled capturing the following information: - all individuals personal information, offence committed, police station references, date of arrest, exhibit references, court references to include name of magistrate and</p>

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation progress as of June 2019
			<p>prosecutor, progressive stage of the case, outcome and details of those on warrant of arrest as well as previous convictions etc.</p> <p>Wildlife criminal syndicates are continuously being profiled and kept under surveillance in an effort to disrupt their criminal activities and networks.</p> <p>Promulgation of the Assets Forfeiture Act and the Anti-Money Laundering and Anti-Terrorism activities perpetrated by organised criminal gangs has come handy in tracing proceeds of crime and subsequent forfeiture.</p> <p>Currently Zimbabwe is working on trying to link databases with all local Enforcement Networks so that all convicted prisoners out on bail pending appeal are monitored so that they are compelled to prosecute their own cases.</p>
<p>5. Enhance social (community) involvement in law enforcement through incentive schemes and introduction of hotlines for reporting wildlife crime</p>	<p>1. Incentive schemes (see Section 4.3) that encourage the public and members of rural communities to contribute to law enforcement (e.g. through informer hotline) established in each region</p> <p>2. Larger number of incidents of community contribution to law enforcement (e.g. whistle blowers) by Dec. 2016</p> <p>3. Number of hotlines established and assessment of their performance</p>	<p>Record of operating incentive schemes and hotline reports</p> <p>Record of performance of hotlines</p>	<p>Community based programs such as CAMPFIRE has been revamped to ensure that communities derive benefits from the resource.</p> <p>Community policing initiatives are constantly being improved in order for members to report all suspicious activities in their areas of operation.</p> <p>A number of hotlines and WhatsApp groups have been created for ease of communication.</p> <p>Wildlife crime consultative forums involving the Village, ward, District and Provincial levels were set up and are run by the Wildlife Enforcement Networks for effectiveness.</p> <p>Community projects such as bee keeping and fruit production and sporting clubs are being funded in various provinces in an effort to keep the youths out of crime.</p> <p>Tremendous achievements were realised through the community whistle blower facility as the communities living adjacent to the park are usually the first line of defence.</p> <p>Continuous engagement of the local chieftainship who are the vanguard of the natural resources in their areas of jurisdiction shall remain one of the pillars of our protection strategy. Communities benefit meat from problem Animal Control in their areas of jurisdiction as a protein supplement.</p> <p>A strong gender consideration has also been made through the founding of the Pfundundu women anti-poaching group. Wildlife community rangers from Mbire CAMPFIRE District were trained at the Mshandike Wildlife College.</p>

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation progress as of June 2019
6. Reduce illegal settlement in all wildlife areas	1. Illegal settlements reduced to less than 5% of wildlife areas by 2020 (i.e. state and community protected areas)	Records and maps of illegal settlements and of wildlife land recovered	<p>A new concept of community conservancies has been established in the following areas Mucheni, Sidinda, Mavhuradonha and Kariyangwe.</p> <p>Illegal encroachment in wildlife areas have been remotely, satellite-mapped in 2018. Verification of the above through ground surveys is in progress in order to assess the level of encroachment and propose and implement remedial measures by 2020.</p> <p>Mapping of salt licks and perennial water points to monitor and prevent poisoning has been done in major wildlife areas.</p>
7. Ensure full compliance with hunting and guiding regulations and quotas set	1. Quota setting models reviewed and, if necessary, revised models implemented by Dec. 2016	<p>Proceedings of workshop and revised models</p> <p>Record of infringements and penalties (historical analysis)</p>	<p>All quota setting workshops were duly reported and minutes are available.</p> <p>Tourism hunting is providing substantial and important revenues for conservation. Since October 2014 a new electronic hunting monitoring system has been implemented. All hunts are registered, authorized and acquitted online providing an efficient framework for timely monitoring. All big-game hunts (Elephant, Lion, Leopard) are escorted by ZPWMA personnel.</p> <p>Quota setting models have integrated GIS-based spatial analysis as well as a review of the quotas based on an analysis of the 2014 countrywide elephant and other wildlife aerial surveys. This has led to the introduction of innovative approaches including block quota allocation depending on the species biological and ecological needs as well as the introduction of age-based quota setting for lions and leopards.</p> <p>Infringements and penalties related to hunting are duly recorded and a historical analysis has been carried out showing a marked decline in the period 2016-2019 around negligible levels.</p> <p>Private sector involved in coming up with hunting ethics to monitor all hunts in Zimbabwe.</p>
8. Revisit the appointment of honorary officers to assist in law enforcement	1. Proposed revision to the Parks and Wildlife Act drafted and submitted to Ministry EWC by Dec. 2015.	Draft of proposed revision to the Act and letters to Ministry	This aspect will be dealt within the framework of a GEF project (see point 4.3.2) which foresee the revision/improvement of some National Legislations.

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation progress as of June 2019
<p>9. Enhance international and transboundary collaboration in law enforcement</p>	<p>1. Quarterly meetings on law enforcement collaboration and activities between law enforcement agencies of neighbouring countries established at regional / transboundary park level by Oct. 2015</p> <p>2. Broader collaboration with Interpol, TRAFFIC, TWENS, and other international law enforcement entities</p>	<p>Minutes of meetings</p> <p>Record of joint cross border law enforcement activities</p> <p>Records of participation in workshops, TWENS, other examples of international law enforcement collaboration</p>	<p>Zimbabwe continues to undertake a series of intelligence related meetings as well as operations with neighbouring countries including Mozambique, South Africa and Zambia (Table 1.).</p> <p>Real-time intelligence information sharing with neighbouring countries resulted in arrests of wildlife traffickers being arrested and a number of exhibits such as pangolin scales and ivory seized.</p> <p>The Republic of Zimbabwe also undertook a joint Bilateral meeting with neighbouring countries regarded as a transit point of most poached wildlife products such as ivory and Rhino horns from Zimbabwe. This also helped in discussion of measures which should be put in place to guard against cross border smuggling and also alignment of stiffer penalties. Records are kept in the form of documents and reports.</p> <p>These engagements have resulted in the arrest of a number of poachers and recovery of firearms, ammunition as well as elephant ivory that was being smuggled by cross-border poaching gangs including a notorious Rhino Poacher.</p> <p>Several bilateral meetings were held with neighbouring countries law enforcement /intelligence agencies as well as several intelligence joint operations were carried out.</p> <p>It is important to note that all TFCAs where Zimbabwe is participating security committees have been established enhancing transboundary law enforcement collaboration.</p> <p>Zimbabwe has also participated in several INTERPOL-led meetings, workshops and operations related to fighting wildlife crime including the operations Thunderbird (2017), Thunderstorm (2018) and Thunderball (2019). These operations resulted in important seizures of wildlife specimens and arrests of several wildlife poachers/smugglers.</p> <p>Zimbabwe has participated in three multilateral meetings of the Defence and Security Chiefs on anti-poaching involving all its neighbouring countries.</p>

4.2 BIOLOGICAL MONITORING AND MANAGEMENT – Implementing effective biological and ecological management to achieve elephant populations that are within upper and lower acceptable limits to change in numbers and distribution

Output: Monitoring programmes and research to support science based adaptive management of elephants in all populations implemented

KPI: Elephant population within each sub-region is genetically and demographically viable and within the preferred lower and upper limits in 2020

MV: Results of aerial and other censuses and analyses of population structure and viability

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
<p>1. Monitor elephant population numbers, structure, mortality and trends using aerial, ground and ranger-based methods among others</p>	<p>1. Elephant populations and carcass ratios estimated and distribution determined from aerial surveys at least every three years for each regional population 2. Records available for all areas of all elephant deaths with data on dates, locations, cause of death, reason killed (trophy hunting, problem animal control, natural mortality, management, illegally killed elephants, etc.), age, sex, tusk size</p>	<p>1. Survey and patrol reports 2. Completed annual returns for elephant mortality from all areas</p>	<p>Elephant Monitoring is a routine exercise countrywide. After the 2014 aerial survey all areas have been regularly monitored with ground or range-based methodologies. Aerial surveys have been carried out in Gonarezhou NP in 2016 and 2018 showing slight fluctuations around a certain average which is above carrying capacity. Aerial surveys for other areas within the elephant range are starting in August 2019 and will be concluded in October 2019. Elephant mortality registers are used at station level and are sent regularly to HQ. As of June 2019, 71 elephants are followed through satellite collars in different areas of their range in Zimbabwe. These collars provide an important early warning planning tool to prevent conflicts in communal areas. They also provide insight into habitat selection, ranging behaviour as well as connectivity. Spatial Monitoring and Reporting Tool (SMART) has been extended through the Parks estate from 1,063,600ha in 2015 to about 3,061,300ha in 2019 respectively. The adoption and promotion of SMART has been done largely to support law enforcement, research and monitoring. As such SMART is being implemented in most of the elephant range areas resulting in detailed monitoring and strategic law enforcement actions. The CITES MIKE program has been extended from an initial 2 areas Chewore and Nyaminyami in 2015 to Manapools-Sapi and ZPWMA is currently considering adding other areas such as Gonarezhou NP and Hwange NP. Table 2 shows the temporal changes in the estimated elephant numbers in Zimbabwe 1980-2014 and Table 3 shows the trends in elephant populations in Gonarezhou National Park and some adjacent areas updated with the results of the 2018 Aerial Survey. A research priority guide has been developed that gives research priorities to elephants and rhinos have been developed, approved and is being implemented.</p>

2. Monitor impacts of elephants on habitats and diversity of selected indicator plants and animal species	1. Annual trends in tree canopy cover 2. Annual trends in species diversity 3. Annual trends in selected indicator species	Monitoring reports	Monitoring of elephant impacts on biodiversity has been and is being carried out routinely in elephant range areas with monthly reports compiled by field ecologists. Monitoring is conducted with various methodologies such as transects, exclusion and experimental plots (monitoring vegetation with or without elephants), and monitoring plots to study vegetation structure and composition. Furthermore, other methodologies such as geo-spatial tools are used.
3. Use research findings, expert opinion and informed public opinion to establish thresholds of potential concern (TPCs) to initiate management action in respect of elephant impacts on protected areas.	1. Thresholds of potential concern (TPCs) established for at least five key areas / habitats and selected indicators of change monitored every two years	Documented TPCs	Although TPCs were not formally established due to the high variability of ecosystems and cost to obtain uniform baseline data, indicators derived from densities, damages to biodiversity (canopy cover, species diversity) and infrastructures are used to initiate management actions. Furthermore, pending the availability of funding, ZPWMA is willing to update the science included in the 1996 document " <i>Elephant Management in Zimbabwe</i> " (3 rd ed.), which contained a review of wildlife management science related to Elephants. The end result is not only to provide updated scientific evidence on impact of elephants on biodiversity but also to elaborate sound scientific based TPCs.
4. Carry out appropriate management actions when populations exceed, or are projected to exceed, TPCs	1. Management actions taken in relation to TPCs being exceeded (e.g. manipulate water supplies)	Records of management actions considered and actions taken	As a result of the indicators referred in point 3 above, in 2018, 100 elephants were translocated from Save Valley Conservancy to Hurungwe Safari Area and the operation was successful. A further 50 elephants will be translocated to Zambezi Valley (Sapi Safari Area) from Malilangwe. Live sales of elephants to international destinations are done to depopulate high elephants' numbers, and to generate financial resources for conservation programmes. Zimbabwe has also pledged the availability of elephants to several African countries for reintroduction purposes.
5. Monitor age and quality of trophies and adjust quotas to maintain desired levels of trophy quality	1. Database and field recording protocols and forms established and operating by Dec. 2015 2. Annual analysis of trophies taken as % of quota, and trend in trophy quality and ages of trophies.	Consolidated annual records of trophies taken Annual report of trophy quality by region for quota setting workshop	Databases and protocols on measurements including weight and age of harvested elephants are in place and informing ecologists and managers especially during the quota setting process. Furthermore, a new utilisation database is operational since 2018 capturing several aspects of wildlife consumptive use including mortality records. Table 4 shows the Trophy Elephant off-takes and revenues. Starting from 2014 elephant offtake from safari hunting has been reduced mainly due the suspension on import of elephant trophies by the United States of America.
6. Define current elephant range and explore options for extending range and	1. Map of current elephant range based on 2014 survey results and other information available	Current estimate of elephant range and subsequent bi-annual estimates and associated maps	After the 2014 countrywide aerial survey, elephant range was estimated at 65,367km ² and maps were produced. Updates on the range estimation are ongoing and being analysed.

maintaining connectivity between fragmented populations	2. Estimates every two years of range expansion / contraction for each region based on all available information 3. Use and effectiveness of corridors assessed, inter alia, from aerial surveys, ground sightings and reports, satellite collared animals	Reports on elephant locations from ground and aerial sightings	Corridors are being assessed also through information derived from collared elephants at national and Sub-Regional levels in TFCA areas. There are two projects approved for funding by the African Elephant Fund in Mana Pools National Park and Sengwa Research Station.
7. Reporting to international monitoring systems (e.g. AED, ETIS, and MIKE)	1. Timely reports submitted as required with copies to regional and national levels	Copies of reports lodged at regional and national levels	ZPWMA is regularly reporting to international monitoring systems.
8. Recognising the long response time of elephants to management interventions, use modelling to project alternative outcomes or scenarios of management	1. Number of instances in which models were used to project alternative outcomes of elephant management actions	Management and associated modelling reports	A total of 32 (28 published, 4 in press) studies used mathematical and environmental models to predict alternative outcomes in various echelons of elephant management. Most of the studies used models to make predictions in the following subjects: law enforcement, climate change, population monitoring, connectivity and corridors, climate change and human and wildlife conflict.

4.3 SOCIAL, ECONOMIC AND CULTURAL FRAMEWORK - Implementing strategies that enhance the contribution of elephant to rural livelihoods and national development

Output: Fair distribution of financial benefits from elephants improved and tolerance for living with elephants increased

KPIs: 1. Annual assessment of elephant derived benefits reveals that they increasingly dispersed more equitably between deserving stakeholders and the contribution to national development is assessed; 2. Trends in elephant numbers and human wildlife conflict in non-protected areas assessed and reduced

MV: Report on annual assessment of the distribution of revenues from consumptive and non-consumptive use of elephants and record of HWC incidents

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
<p>1. Provide incentives and promote partnerships and joint venture opportunities to strengthen elephant management, including across land use boundaries</p>	<p>1. Policy instruments that demonstrate and establish incentives to conserve elephants 2. Higher levels and increasing trends of private and community investment in elephant conservation measures 3. Lower number of poaching incidents/ higher number of arrests based on prior information and leads from communities / land holders</p>	<p>Documented policies and list of operating partnerships / joint ventures that promote elephant conservation and management</p> <p>Record of investments in elephant conservation measures assembled by elephant programme manager/ coordinator</p>	<p>A comprehensive review of the CAMPFIRE programme was undertaken (2017-18), setting new conditions for the granting of Appropriate Authority status for the management of wildlife on communal land developed. Draft guidelines have been submitted for Ministerial consideration.</p> <p>For CAMPFIRE areas 33 Safari Operators/Outfitters maintained their investments in 15 major districts. Key trophy species (elephant, buffalo, leopard, hippo, crocodile and lion) contribute approximately US\$1.2 million/year (Source: Role of Trophy Hunting of Elephant in Support of the Zimbabwe CAMPFIRE Program, Dec 2016) to CAMPFIRE community revenues annually. Elephant account for 64% of these fees. Data for the period 2016 to date is still being collated for analysis.</p> <p>The National CBRNM policy derived from the EU funded CAMPFIRE review is being finalised. This new policy seeks to improve the devolution of rights and responsibilities to grassroots communities' institutions.</p> <p>A fully-fledged new Community Liaison and Interpretation Service department was established at ZPWMA in 2018 whose Strategic Plan was also approved in the same year.</p> <p>At local level a Community Engagement Strategy was developed, adopted and being implemented in the South East Lowveld which is hosting the second largest elephant population in the country.</p> <p>Elephant poaching in the following districts: Binga, Bubi, Bulilima, Chipinge, Gokwe North, Hwange, Matobo, Mbire, Nyaminyami, Tsholotsho, has continued to decline.</p> <p>Standard Operating procedure for capture and translocation of elephants and other species has been developed.</p> <p>Socio-economic & cultural activities (TFCA programs and community benefits) have also been promoted largely through regulated sport hunting as mechanism to converts wildlife</p>

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
			(Elephants) into assets for the benefit of local people and the country as a whole, thus promoting wildlife production as an alternative land use option in light of competing options such as agriculture (livestock and crop production). The absence of sustainable elephant utilisation is likely to accelerate wildlife habitat and range loss.
2. Explore additional elephant-based tourism and sustainable utilisation opportunities	1. Higher number of elephant-based tourism and/or sustainable use projects established (e.g. PPCPs)	Record of projects initiated and their success rates	<p>During this reporting period, four CAMPFIRE Conservancies have been established namely, the Jamanda and Naivasha Conservancies in south East Lowveld, the Ume Conservancy in Kariba and the Sidinda CAMPFIRE Conservancy situated in Hwange District in northwest Zimbabwe.</p> <p>Investment have been made in community-based projects such as the Sidinda through the successful re-introduction of 100 buffalo and other plains game to complement resident population of plus or minus 200 elephants.</p> <p>Gonarezhou Conservation Trust was formed to streamline the long-standing partnership for the management of GNP between ZPWMA and Frankfurt Zoological Society. The Trust was initiated in 2016.</p> <p>The Government of Zimbabwe, through the Ministry of Environment, Tourism and Hospitality Industry (METHI), in partnership with the UNDP is implementing a 6-year GEF funded project entitled "Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe." The project is implemented under a National Implementation Modality (NIM) where METHI is the Implementing Partner. Through this project six CAMPFIRE Wildlife Conservancies with a total area of 334,500 ha will be officially established in the Zambezi valley at Pfundundu and Mukwichi in Hurungwe, Mbire North, Kanyurira/Masoka and Karinyanga in Mbire, and Mavhuradonha in Muzarabani District.</p>
3. Facilitate the transparent distribution of the benefits and costs of elephant management and conservation	1. Policy instruments adopted that result in more transparent and equitable benefit distribution than benchmark assessed in 2015	Annual record of distribution of elephant derived benefits (revenue, development projects, products received by beneficiaries) and costs of elephant conservation	<p>All revenues derived from elephant consumptive and non-consumptive use accruing to communities are recorded and audited.</p> <p>This revenue to date has largely been used to invest in communal social services such as schools, clinics, boreholes, dip tanks, grinding mills, water and sanitary services. With increased global support, CAMPFIRE revenues can be increased to providing household level incomes, thus</p>

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
			contributing towards sustainable development. Costs of elephant conservation remain high in CAMPFIRE Districts. However, there is a general decline, for example, in the number of human injuries and deaths in key CAMPFIRE Districts (2016-2018) such as, Gokwe North (2 injuries in 2016 and no deaths; no injuries or deaths in 2017 and 2018), Chipinge (1 death and 1 injury in 2016; no death or injury in 2017 and 2018), Hwange (1 death and no injury in 2016; no deaths or injuries in 2017 and 2018), Nyaminyami (1 death and no injuries in 2016; no deaths or injuries in 2017 and 2018). This is due to improved conservation education among communities.
4. Implement effective techniques and land use strategies, and protocols to mitigate human-elephant conflict	<ol style="list-style-type: none"> 1. Higher levels of investment (funds and manpower) provided for mitigating human-elephant conflict by ZWMA, communities and partners 2. Protocols for land use and HEC developed and implemented by June 2016 3. Conduct research and develop strategy for wildlife-based land use systems and promotion of the establishment of community conservancies for areas within the elephant range with high human population densities and human settlements 	<p>Record of human-elephant conflict incidents (in HEC Database)</p> <p>Summaries from human-elephant conflict database reported at annual meetings of Elephant Management Committees</p> <p>Research report on strategies to develop wildlife-based land used system</p>	<p>Human elephant conflict (HEC) occurrence is summarized in Table 5 and this shows an increased number of elephants killed through problem animal management.</p> <p>Since 2015 there have been an increase in investments in Human Elephant Conflict mitigation by several partners working with communities; for example, CAMPFIRE has successfully developed an innovative Human and Elephant mitigation system in Tsholotsho district that has seen communities doubling their harvests of cereal crops over three years, through support from a GEF 5 project.</p> <p>ZPWMA launched the drafting of the National Policy on HWC in 2018. Of major concern is the increasing number of elephants destroyed/lost due to Problem Animal Control actions which have risen from an estimated 33 in 2016 to 92 in 2018 a possible sign of an increasing elephant population.</p>
5. Promote effective recovery and use of all products from dead elephants	<ol style="list-style-type: none"> 1. Proportion of dead elephants from which products were recovered 2. Revenue from products recovered 	Records of items recovered and revenue realised from raw products	<p>There are recoveries of firearms and other equipment used for poaching ceded to Police. no products recovered from dead elephants have generated income in CAMPFIRE areas largely due to trade restrictions as well as lack of clarity on the standing of ivory stocks recovered from poaching and illegal trade. Training and development in record management remains critical in strengthening community participation in light of the remote landscape in which most Elephant Range Areas exist.</p>

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
6. Include information on elephants and their conservation in school curricula and promote environmental education in rural areas adjacent to key elephant populations	1. Number and quality of elephant information packages developed and delivered to schools 2. Proportion of schools in, or neighbouring, elephant areas receiving and using information on elephants	1. Information packages developed 2. Reports of delivery and use of elephant conservation information packages	Several conservation awareness projects have been launched in various districts such as the Chilolo Club in Chiredzi and Chipinge; as well as the Malilangwe community outreach programmes. ZPWMA has conducted various awareness campaigns on wildlife species and related conservation issues in radio, media, pamphlets, shows and displays, targeting schools, rural communities, religious gatherings and institution of higher learning. In addition, we also do quiz competitions. Private NGOs also assist in wildlife education awareness.
7. Develop and implement an effective communication strategy for local, regional and international	Information strategy developed and launched by June 2016	Information strategy document	A communication strategy is underway, at national level, budgets and workplans have been developed. The ZPWMA public relations department recently partnered with NGOs in an MOU to encourage positive community perception on wildlife and report wild life crime this includes selecting local regional and international celebrities to help reach the different levels of audiences. Print media and video through the National broadcaster (Zimbabwe Broadcasting Cooperation) and Social Media platforms (Twitter, Facebook) have also been used effectively to communicate issues regarding conservation particularly elephant populations and human elephant conflict. Sunday Mail opinion columns have represented views of ZPWMA on managing this resource sustainably. Partnerships with Extension services at local levels are taking place to help educate communities to understand value of wildlife and help them value wildlife sustainably A human wildlife conflict documentary was produced to showcase the situation in Zimbabwe as a crucial aspect of sustainable use of wildlife in light of social issues.

4.4 Building Conservation Capacity – Ensuring that sufficient and appropriately trained personnel, equipment, infrastructure and financing are mobilised, available and use efficiently and effectively

Output: Sufficient numbers of trained, equipped, motivated and effective personnel are deployed and operational

KPI: Law enforcement, monitoring and research staff are trained, equipped, and deployed at levels that enables them to implement this action plan as specified in the activities under components 1, 2 and 3

MV: KPIs for components 1, 2 and 3 are being met, staff training records, equipment register, staff deployed for elephant conservation

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
1. Secure funding to initiate the implementation of this Action Plan	<p>1. Funds and allocated budget for elephant conservation meet annual requirements for effective conservation as measured by KPIs for activities 2-8 below and those of Components 1, 2 and 3</p> <p>2. More than 75% of revenue derived from elephants channelled into elephant conservation and management</p>	Record of funds available (USD) and investment by ZPWMA, Private sector, NGOS, and CAMPFIRE in elephant conservation measures (compiled annually by Elephant Manager)	<p>Growing annual budgets have been compiled for all stations within the elephant range indicating an ever-increasing financial requirement for conservation. Since the inception of the EMP 20,676,461.00million in Gross National Income was realised from big game (buffalo elephant leopard, lion) sport hunting of which more than 7.5million accrued directly to ZPWMA. These funds have been utilised to finance the operational budgets of range areas.</p> <p>Live sales have also complemented conservation funding through the generation of up to about 5 millions in revenue to support North West Matabeleland operations which consist of up to 72% of Zimbabwe's elephant population (Table 6).</p> <p>Key stakeholders that have supported elephant conservation include GEF 12million and HSBC 5 million. Other indirect contributions are realised in the form of vehicle support of up to 14 stakeholder vehicles providing deployments and reaction support in Lower Zambezi Valley.</p> <p>Table 7 shows ZPWMA Financial resources deployment into management and general conservation of Elephant from 2016 to June 2019.</p>
2. Establish sustainable funding programs to build and maintain necessary human resources to strengthen elephant conservation and management capacity	<p>1. Manpower density for protection of elephant (No. of km²/operational field person)</p> <p>2. Level of effective deployment of field staff (e.g. record % of available man days spent on patrol in the field - see example of records envisaged under Section 8 Notes on monitoring, page 29)</p>	<p>Consolidated record of number of field personnel and days operational (law enforcement, research and monitoring, elephant management) for each area in the elephant range compiled and reported on at annual planning meetings</p> <p>Records of vehicle months, VHF radio operation, fully functional stations, operating research facilities,</p>	<p>Manpower levels have been updated and rationalised situationally depending on poaching threat at regional level. Staffing records have been updated monthly largely guiding planning and staff rationalisations in hotspot areas through redeployments and/or transfers of personnel.</p> <p>ZPWMA has recruited skilled personnel to complement stakeholder support in resuscitating radio communication through a needs assessment strategy. Coverage and advancement (analog to digital) equipment has improved communication efficiency in all range areas including</p>

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
		compiled and consolidated at station, area and regional levels and reported on to the Elephant Management Committees bi-annually	Hwange National Park, Gonarezhou and the Zambezi Valley.
3. Analyse current capacity and identify needs	1. Current capacity assessed and needs identified and plan developed to meet needs	Assessment and needs report	Regular needs and budgets have been communicated by Clusters (Regional) Managers to HQ.
4. Maintain and/or initiate continuity in research and monitoring necessary for the conservation and adaptive management of elephants and habitats	1. Number of research programmes 2. Research-person days spent on monitoring / assessing elephant impacts in relation to TPCs 3. Research person days spent on monitoring elephant population parameters in each population/region	Research reports and papers on elephant conservation and management	There are 5 major elephant research projects that are ongoing with the major aim of establishing elephant home range as well as human elephant conflict. This research is currently being undertaken in Hwange, Victoria Falls, Mana Pools and Gonarezhou National Park. In Safari area elephant research and monitoring is ongoing in Hurungwe Safari Area. On private land there is ongoing elephant monitoring in Save Valley Conservancy and Debshan Ranch. An array of peer reviewed papers on elephant have been produced covering aspects including Human elephant Conflict, Elephant movements and seasonal migrations, ranging behaviour, competition / interactions at watering hole as well as habitat utilisation and damage.
5. Strengthen research capacity in ZPWMA and collaborate with other research institutions	1. Number of researchers (internal and external), budgets, equipment, vehicles, and active research programmes increased by more than 25% by July 2016 and 50% by July 2017	Staff register, budget allocations, asset register, research permits issued, MOUs with collaborators, reports and published papers on elephant conservation and management	There are 12 Terrestrial Ecologist and 50 support staff in research section who are currently employed by the ZPWMA to conduct research and monitoring of elephants and other species. There are several vehicles that are used for field data collection by research staff. The Scientific Services Unit has recently recruited 18 research technicians (Senior Rangers) and is currently conducting the recruitment of an additional 5 Terrestrial Ecologists all to be deployed in all strategic research stations within the elephant range. Six external research permits have been issued to complement ZPWMA elephant research and monitoring. Due consideration is currently underway in signing MOUs/permits on elephant research and monitoring.

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
6. Establish training and in-service retraining of personnel in law enforcement, research and monitoring, education and awareness, community elephant management, etc.	<p>Increased levels (50 to 100%?) compared to June 2015 levels in:</p> <ol style="list-style-type: none"> 1. Number of training days and programmes initiated increased 2. Number of staff trained (rangers, ecologists, extension officers) 3. Number of communities trained and implementing elephant management programmes 4. Number of elephant management campaigns conducted 	<p>Record of staff training and re-training in staff files and annual summary report of training Record of communities trained Record of training programmes</p>	<p>A fully-fledged training division was established through the restructuring process in 2018 further complements ZPWMA efforts in staff training and development. Training has been revamped since 2016 covering aspects of elephant conservation including Basic and Special Force Training, First Aid Emergency Responders Course, Protective Security Training, Information Communication Technology and Spatial Monitoring and Reporting Tools (SMART). ZPWMA has resuscitated its Wildlife College (Mushandike College of Wildlife http://www.mushandikecollege.ac.zw/). The college has grown to offer training in protected area management courses to internal and external candidates starting from the National Foundation certificate up to Degree level in collaboration with the National University of Science and Technology. The college also offers other administrative courses like Diploma in Finance and a Certificate in Information Technology. ZPWMA has constantly sent at least 2 participants to Regional institutions such as Southern African College to train in Law enforcement planning as a regional initiative, GIS and Remote sensing in China and India (2019), Conservation and Development at Cambridge University (2018), France CIRAD Campus for Mobile Data Collection Systems and GIS (2016).</p>
7. Strive to achieve best standards for elephant management, including any forms of utilisation	1. Best standards for elephant management in Zimbabwe, based on international standards, drafted and distributed to all practitioners	Record of best practices complied with/ not complied with	ZPWMA in liaison with relevant stakeholders is developing Guidelines for care and management of elephants in captivity and is considering the development of Guidelines for elephant hunting and Elephant Capture in accordance with relevant international best practises such as, inter alia, CITES Resolution Conf. 17.9 and IATA standards for international transport of live animals
8. Engage available external expertise	<ol style="list-style-type: none"> 1. Number of expert driven decisions made from consultations 2. Number of collaborative and outsourced projects with external experts 	Reports and record of collaboration with external experts	External expertise is used in Park planning (e.g. Hwange National Park finalized, Chizarira National Park and Mana Pools National Park in progress.) and this planning is directly affecting elephant management in NPs having elephant populations. ZPWMA is directly engaging and creating expert platforms such as meetings and workshops.

4.5 Coordination, collaboration and programme management –Ensuring effective coordination and collaboration with national and international stakeholders to achieve these strategic objectives

Output: Coordination mechanisms to assess and review adaptive elephant population management and strategic planning established and operating

KPI: National Elephant Manager [Coordinator] appointed and national and regional elephant conservation committees with appropriate stakeholder participation appointed and information dissemination programme in place

MV: National Manager monthly reports, minutes of committee meetings and planned actions completed

Key Activities/Actions	Key Performance Indicators	Means of Verification	Implementation as of June 2019
1. Establish a national elephant conservation and management steering/ implementing committee that includes stakeholders' meetings at least bi-annually to review progress and to develop an annual implementation plan	1. National committee functional and meeting once a year (or more if required) 2. Committee meeting minutes, with actionable points approved, circulated within one month of meetings 3. Number of resolutions/action points, acted upon	Record of meetings, minutes, actions approved and completed	The first National meeting on elephants in Zimbabwe in response to the EMP was held on March 2019 in Harare. Nevertheless, the National Committee has been established and properly functioning at an operational level considering the deep restructuring that occurred in ZPWMA in 2017-2018.
2. Establish four regional management committees to meet at least twice each year and implement regional plans	1. Four regional committee functional and meeting twice a year 2. Committee meeting minutes, with actionable points approved, circulated within one month of meetings 3. Number of resolutions/action points, acted upon	Record of meetings, minutes, actions approved and completed	The Elephant Management Plan (2015-2020) has been decentralized to regional level so as to provide a grassroots adaptive framework for implementation. Regional committees have been established and are meeting regularly. This has ensured more efficient coordination in implementation. Records of meetings are duly kept as well as proposal to advance in elephant management.
3. Strengthen links with neighbouring states to confer on the management of shared elephant populations, particularly in relation to TFCA populations	1. Consultative meetings held with neighbouring states on shared elephant populations at least twice each year. 2. Joint cross border projects initiated and completed	Record of attendance at and reporting to regional and international elephant conservation bodies of which Zimbabwe is a member. Record of project initiated/completed.	KAZA elephant management strategy has been approved with the following vision: "KAZA's elephants, the largest viable and contiguous population in Africa, are conserved to the benefit of people and nature within a diverse and productive landscape." Zimbabwe is also leading (as the current Coordinating Country for the Great Limpopo TFCA) the process of developing a regional Elephant Management Framework for the Great Limpopo Transfrontier Conservation Area (involving South Africa, Mozambique and Zimbabwe). Terms of references have been developed.
4. Establish a full-time elephant manager to be responsible for coordinating the implementation of the Action Plan	1. Elephant manager appointed with full terms of reference 2. Monthly reports from elephant manager on implementation	Elephant manager's contract and date of appointment Record of reports by the person in the elephant management position	The elephant Manager position has been filled since the inception of the plan with the terms of references provided in the plan itself. So far two staff ecologists have filled this position one for the period 2016-April 2017 and the current one from April 2017 to date. The elephant manager coordinated elephant management in liaison with the Regional Committees and all relevant stakeholders contributing to the generation of timely status reports and other reporting prescribed by the EMP as well as by international obligations. A vehicle is being procured for travelling of the Elephant

			Coordinator thanks to the generous contribution from an international donor.
5. Strengthen coordination between the hunting industry and the elephant management programme	<p>1. Regular meetings and workshops convened with the hunting industry on hunting and elephant management issues</p> <p>2. Key issues resolved by June 2016</p>	<p>Record of meeting and workshop proceedings</p> <p>Record of elephant hunting issues resolved</p>	<p>Strict coordination exists at national and local level between ZPWMA and Hunting Associations and individual operators/Professional hunter. Their contribution to wildlife conservation is crucial.</p> <p>Regular meetings are held with SOAZ and ZPHGA at different forums on elephant conservations and hunting in general with the aim to promote sustainable utilisation as a conservation tool. These meetings include the regular quarterly SOAZ and ZPHGA assemblies.</p> <p>Meetings with the hunting sector are also held at the regular Quota setting workshops held at local and national level.</p>

TABLES

The following tables summarizes various aspects under the relevant Key activities.

4.1 PROTECTION AND LAW ENFORCEMENT

Table 1 – Summary of elephant-related Law Enforcement efforts/activities.

YEAR	Patrol Effort /man nights	Effective Manpower on the ground	No of elephants poached	Armed Contacts	Poachers Killed		Recoveries			Arrests		Prosecutions			Intelligence Operations		
					Local	Foreign	Rifles	Ammunition	Ivory	Local	Foreign	Cases Investigated	Cases finalized	Convicted 9+years	Meetings with Judiciary	Transborder Intelligence Meetings	Joint operations with ZRP (Transborder Intelligence Operations)
2019*	71 236	1 200	29	9	6	0	5	70	33	275	12	165	120	3	6	4	14 (0)
2018	122 893	935	38	9	2	1	8	60	40	56	14	623	137	67	14	3	26 (2)
2017	126 133	940	130	12	5	2	23	67	30	466	41	705	114	55	11	1	- (2)
2016	132 181	970	210	35	4	9	25	288	160	718	76	211	116	57	22	2	- (2)

* As of June 2019

4.2 BIOLOGICAL MONITORING AND MANAGEMENT

TABLE 2 - Temporal changes in the estimated elephant numbers in Zimbabwe 1980-2014

Source: Dunham K. 2015 *National summary of aerial survey results for elephants in Zimbabwe:2014*. Unpublished report. Zimbabwe Parks and Wildlife Management Authority (ZPWMA)

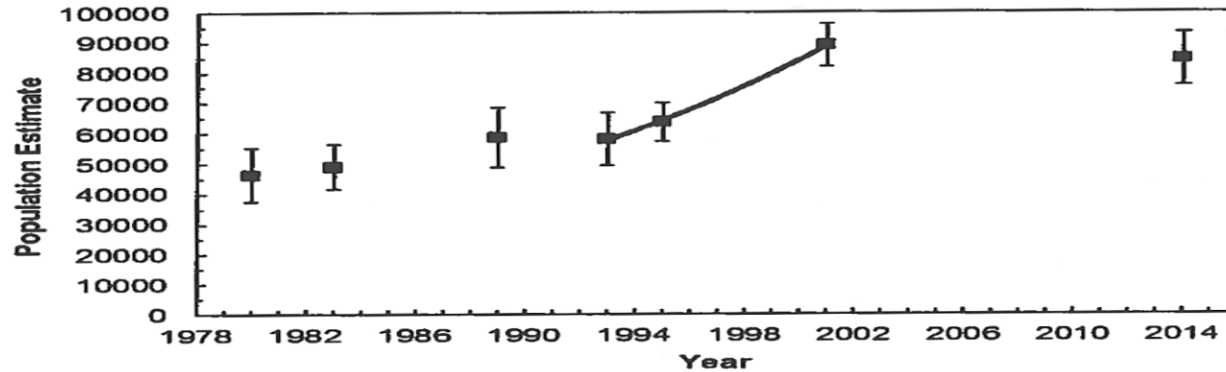


Table 3 – Trends in elephant populations in Gonarezhou National Park and some adjacent areas updated with the results of the 2018 Aerial Survey

Source: Dunham, K.M. & van der Westhuizen, H.F. (2018). *Aerial Survey of Elephants and other Large Herbivores in Gonarezhou National Park (Zimbabwe) and some adjacent areas: 2018*. Gonarezhou Conservation Trust, Gonarezhou National Park, Chiredzi, Zimbabwe.

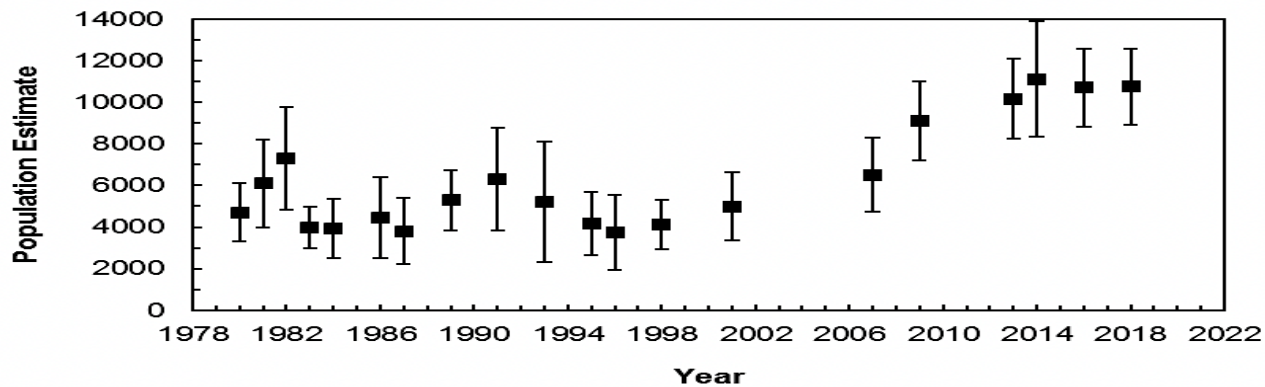


Table 4 - Trophy Elephant off-takes and revenues (Source: Reserve bank Tourism Return Accounting System-TRAS2)

Year	2012	2013	2014	2015	2016	2017	2018
<i>Trophy Elephants</i>	299	286	174	195	194	171	155
<i>Revenues (in USD)</i>	3,171,480	3,261,507	2,157,910	2,651,640	3,120,750	2,435,950	2,062,850

4.3 SOCIAL, ECONOMIC AND CULTURAL FRAMEWORK

Table 5 - Human Elephant Conflict in Zimbabwe 2016-2018

Year	Reports Received	Reports Actioned	Number of people killed	Number of people injured	Number of elephants killed on PAC
2016	239	202	6	0	33
2017	256	194	6	2	45
2018	262	197	6	1	92

4.4 Building Conservation Capacity

Table 6 - Other revenues from elephant utilization (in USD)

Year	2016	2017	2018
Live Elephant Sales	1,306,000.00	1,889,000.00	1,771,000.00
Donations	90,000.00	119,000.00	451,000.00

Table 7 – ZPWMA Financial resources deployment into Management and general Conservation of Elephant - 2016 to June 2019

BUDGET ITEM	2016	2017	2018	2019(JUNE)
Law Enforcement	\$ 3,174,000.00	\$ 3,617,000.00	\$ 2,814,000.00	\$ 2,128,000.00
Research	\$ 142,000.00	\$ 122,000.00	\$ 167,000.00	\$ 254,000.00
Training	\$ 116,000.00	\$ 118,000.00	\$ 129,000.00	\$ 353,000.00
Community Relations	\$ 174,000.00	\$ 186,000.00	\$ 204,000.00	\$ 254,000.00
Administration	\$ 2,231,000.00	\$ 2,878,000.00	\$ 3,422,000.00	\$ 1,180,000.00
Park Management	\$ 2,116,000.00	\$ 2,325,000.00	\$ 2,497,000.00	\$ 1,377,000.00
Total	\$ 7,953,000.00	\$ 9,246,000.00	\$ 9,233,000.00	\$ 5,546,000.00

Final considerations

10. Any impediment on legal trade in elephant and elephant products by the international regulatory system is now an impediment to basic human rights and sustainable development agenda; depriving the rural communities the legal benefits that they should accrue from sustainable wildlife utilization and is also intended as a violation of instruments and commitments that the international community have adopted, such as, among others, the [Sustainable Developments Goals](#), the [United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas](#) and the [African Union Agenda 2063](#), the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance.
11. Banning or impeding Zimbabwe to legally trade in these resources has had a disastrous effect on the elephants but especially on the rural people that are the first and foremost actors that shall benefit from them.
12. Revenues from legal trade are crucial not only to sustain rural economies and fight against illegal activities but also to provide means and resources to reduce habitat loss which is the first and most dangerous threat to biodiversity.
13. Elephants, and other wildlife, are an important economic asset for rural Africa, wildlife-based economies in Southern Africa have demonstrated that sustainable utilization is the way to follow to link conservation and economy to obtain habitat conservation and poverty alleviation.
14. As a keystone species elephant sustainable utilization is central to a new paradigm in conservation which is to grow wildlife-based economies for the benefit of rural people and biodiversity.