



## United Nations Development Programme

Country: **Botswana**

### PROJECT DOCUMENT

<b>Project title:</b> Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands		
<b>Country:</b> Botswana	<b>Implementing Partner:</b> Ministry of Environment, Natural Resources Conservation and Tourism (MENT)	<b>Management Arrangements:</b> NIM
<b>UNDP/Country Programme Outcome:</b> Improved environment, natural resources, climate change governance, energy access and disaster risk management		
<b>UNDP Strategic Plan Output:</b> Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste. Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.		
<b>UNDP Social and Environmental Screening Category:</b>  Low Risk	<b>UNDP Gender Marker:</b> 2	
<b>Award ID:</b> 00100918	<b>Atlas Output ID/Project ID number:</b> 00103617	
<b>UNDP-GEF PIMS ID number:</b> 5590	<b>GEF ID number:</b> 9154	
<b>Planned start date:</b> 1 May 2017	<b>Planned end date:</b> 31 December 2023	
<b>LPAC date:</b> Tbd		
<b>Project Summary:</b> Natural resources management in the Kalahari landscape is characterised by competition and conflict between conservation goals, economic development and livelihoods. Home to large herds of ungulates and iconic predators, the landscape was dominated by low-density wildlife with hunter-gatherer livelihoods until borehole farming enabled cattle ranching a few decades ago. The consequent rangeland degradation and ecosystem fragmentation threatens wildlife and economic development. Wildlife Management Areas (WMAs) meant to support wildlife-based economic activities and secure migratory corridors linking the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve continue to be lost to livestock encroachment, due to delayed gazettment. Wildlife is under additional threat from poaching, wildlife poisoning and illegal wildlife trade (IWT). The recent ban on hunting has reduced benefits from CBNRM (which in the context of Botswana has largely been based on consumptive use (i.e. hunting) of wildlife, arguably reducing incentives for conservation. Stakeholders lack the planning tools, institutional coordination and operational capacities to balance competing needs and optimise environment, social and economic outcomes. In particular, there is weak coordination in tackling poaching, wildlife poisoning and IWT, weak capacities for improving rangeland management in the communal lands		

and limited incentives for local communities to protect wildlife. The project will remove these barriers using the following strategies: Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels (Component 1); Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape (Component 2); Integrated landscape planning in the conservation areas and SLM practices in communal lands secure wildlife migratory corridors and increase productivity of rangelands respectively, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem (Component 3); and, Gender mainstreaming, knowledge management, monitoring and evaluation (Component 4).

**FINANCING PLAN**

GEF Trust Fund	USD 5,996,789.00
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<b>(1) Total Budget administered by UNDP in the Total Budget and Workplan</b>	<b>USD 5,996,789.00</b>
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**PARALLEL CO-FINANCING** (all other co-financing that is not cash co-financing administered by UNDP) summary table attached

Government (Grant)	USD 21,000,000.00
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UNDP	USD 1,000,000.00
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Birdlife Botswana	USD 500,000
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<b>(2) Total co-financing</b>	<b>USD 22,500,000.00</b>
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<b>(3) Grand-Total Project Financing (1)+(2)</b>	<b>USD 28,496,789.00</b>
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**SIGNATURES**

<b>Signature:</b> print name below	<b>Agreed by Government</b>	<b>Date/Month/Year:</b>
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<b>Signature:</b> print name below	<b>Agreed by Implementing Partner</b>	<b>Date/Month/Year:</b>
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<b>Signature:</b> print name below	<b>Agreed by UNDP</b>	<b>Date/Month/Year:</b>
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## I. TABLE OF CONTENTS

II	Development Challenge.....	7
III.	Project Strategy .....	12
IV.	Project results .....	25
V.	Feasibility .....	49
VI.	Project Results Framework.....	59
VII.	Monitoring and Evaluation (M&E) Plan .....	65
VIII.	Governance and Management Arrangements.....	70
IX.	Financial Planning and Management.....	73
X.	Total Budget and Work Plan .....	77
XI.	Legal Context.....	87
XII.	Annexes.....	88
	ANNEX 1: Multi Year Work Plan .....	88
	ANNEX 2: Monitoring Plan.....	98
	ANNEX 3. Evaluation Plan.....	101
	ANNEX 4. GEF Tracking Tool (s) at baseline (see excel files).....	102
	ANNEX 5. Terms of Reference for Project Board and key Project Staff.....	102
	ANNEX 6. UNDP Social, Environmental and Social Screening Template (SESP) .....	110
	ANNEX 7. UNDP Project Quality Assurance Report (to be completed by UNDP Country Office) .....	122
	ANNEX 8: UNDP Risk Log.....	123
	ANNEX 9. Results of the capacity assessment of the project implementing partner.....	128
	ANNEX 10: Detailed project design table including activities.....	140
	ANNEX 11: List of stakeholders consulted during PPG phase .....	140
	ANNEX 12: Communication/Stakeholder Engagement plan.....	144
	ANNEX 13: Draft Letter of Agreement between Government of Botswana and UNDP for provision of support services .....	148
	ANNEX 14: Socio-Economic Baseline with Gender considerations.....	148
	<u>ANNEX 15: Detailed Threat, Root cause Barrier Analysis (on Request) .....</u>	<u>148</u>

## LIST OF FIGURES

Figure 1: Map of the Kalahari landscape showing Ghanzi and Kgalagadi Districts and Central Kalahari Game Reserve and the Kgalagadi Transfrontier Park .....	8
Figure 2: Conceptual Model for the baseline situation of poaching, IWT and loss of ecosystems integrity in the Kalahari Basin with the Strategies suggested by the UNDP/GEF Project. ..	12
Figure 3: Project Theory of Change .....	21
Figure 4: Project Organisation Structure .....	71

## LIST OF TABLES

Table 1: National poaching data during 2008, showing data from wildlife-rich districts.....	7
Table 2: Elephant poaching data 2003 to 2009:.....	8
Table 3: Population dynamics of Kalahari wildlife populations as shown by sequential DWNP aerial surveys .....	9
Table 4: Alignment of the project with GWP Components.....	15
Table 5: Detailed analysis of the Theory of Change .....	17
Table 6: Baseline projects and programs which informed the design of the proposed project and which it will collaborate with during implementation .....	35
Table 7: Stakeholders and their roles in the Project Implementation.....	42
Table 8: Risk management Table.....	51
Table 9: The Proposal: Evolution of District Land-use Planning Unit (DLUPU) .....	64
Table 10: Mandatory GEF M&E Requirements and M&E Budget.....	68
Table 11: Table of Co-Finance.....	73



## Acronyms

APU	Anti-Poaching Unit
BDF	Botswana Defence Force
BMC	Botswana Meat Commission
BPS	Botswana Police Service
BTO	Botswana Tourism Organisation
BURS	Botswana Unified Revenue Services
CBNRM	Community Based Natural Resource Management
CEO	Chief Executive Officer (of the Global Environment Facility)
CBO	Community Based Organisation
CHA	Controlled Hunting Area
CI	Conservation International
CITES	Convention on the International Trade in Endangered Species
CKGR	Central Kalahari Game Reserve
CS	Council Secretary
DC	District Commissioner
DCEC	Directorate on Corruption and Economic Crime
DEA	Department of Environmental Affairs
DFRR	Department of Forestry and Range Resources
DIM	Direct Implementation Modality
DISS	Directorate on Intelligence and Security Services
DLUPU	District Land Use Planning Unit
DOT	Department of Tourism
DVS	Department of Veterinary Services
DWNP	Department of Wildlife and Natural Parks
EIA	Environmental Impact Assessment
ETIS	Elephant Trade Information System
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIZ	German International Cooperation
GOB	Government of Botswana
GWP	Global Wildlife Programme
HATAB	Hospitality and Tourism Association of Botswana
HWC	Human Wildlife Conflict
ICCWC	International Consortium on Combating Wildlife Crime
ID	Identity Number
INRM	Integrated Natural Resources Management
Interpol	International Criminal Police Organisation
IWRM	Integrated Water Resources management
IWT	Illegal Wildlife trade
KTP	Kgalagadi Transfrontier Park
LEA	Local Enterprise Authority
LPAC	Local Project Appraisal Committee
M&E	Monitoring and Evaluation
MENT	Ministry of Environment, Natural Resources Conservation and Tourism
MFMP	Makgadikgadi Framework Management Plan
MIKE	Monitoring the Illegal Killing of Elephants
MOA	Ministry of Agriculture
MODIS	Moderate Resolution Imaging Spectroradiometer
MOMS	Management Oriented Monitoring System
MOU	Memorandum of Understanding
MPNP	Makgadikgadi Pans National Park
MSP	Multi-Stakeholder Platform
NAMPAAD	National Agriculture Master Plan for Arable Agriculture and Dairy

NASA	National Aeronautics and Space Administration
NBSAP	National Biodiversity Strategy and Action Plan
NCS	National Conservation Strategy
NDP	National Development Plan
NGO	Non-Government Organisation
NOAA	National Oceanic and Atmospheric Administration
NP	National Park
NPAD	National Policy on Agricultural Development
NPP	Net Primary Productivity
NR	Natural Resources
NRM	Natural Resources Management
NRMP	Natural Resource Management Project
NT	Near Threatened
PAC	Problem Animal Control
PIF	Project Identification Form
PIMS	Project Information Management System
RDL	Red Data List
RS	Remote Sensing
SADC	Southern African Development Community
SADC LEAP	SADC Law Enforcement and Anti-Poaching
SAREP	Southern African Regional Environment Programme
SEMP	Strategic Environmental Management Plan
SESP	UNDPs Social and Environmental Assessments
SLM	Sustainable Land Management
SSTrC	South and Triangular Cooperation
SWOT	Strength-Weakness-Opportunity and Threat analysis
TA	Tribal Administration
TFCA	Transfrontier Conservation Area
TGLP	Tribal Grazing Land Policy
TOC	Theory of Change
ToR	Terms of Reference
TRACK	Tools and Resources for Anti-Corruption Knowledge
TRAFFIC	Wildlife Trade Monitoring Network
UNCCD	United Nations Convention to Combat Desertification
UNODC	United Nations Office on Drugs and Crime
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States of America for International Development
USD	United States Dollars
VDC	Village Development Committee
VET	Village Extension Team
VU	Vulnerable
WENSA	Wildlife Enforcement Network for Southern Africa
WMA	Wildlife Management Area

## II. Development Challenge

1. Botswana is an emerging middle income country with a per capita GDP of \$17,700<sup>1</sup> with a total population of 2 321 291 people. Travel and Tourism is the secondary earner of foreign exchange (after diamonds); it contributed 3.3% of total GDP in 2014, forecast to rise to 3.8% by 2025. At 2.6% of GDP, livestock production (mainly beef) is in third place. Wildlife and wilderness are Botswana's key tourist attractions. The country is home to a third of Africa's elephants (about 207,545 in 2012), and a growing rhino population, rebuilt over the years from relocations from South Africa and Zimbabwe. The Kalahari ecosystem is particularly important. Covering an area of more than 22 million hectares across one of the largest sand basins in the world, the Kgalagadi and Ghanzi districts are part of the Kalahari ecosystem, which is a critical wildlife refuge (Figure 1).
2. In addition to large herds of herbivores such as Eland, Gemsbok, Blue wildebeest, Springbok, Giraffe, Steenbok, Red hartebeest, Ostrich, Kudu, Duiker, the Kalahari ecosystem plays a vital role in the conservation of six of the seven large African carnivores. It is home to the third largest lion (*Panthera leo*) population, an increasing important population of the endangered African wild dog (*Lycaon pictus*), the third largest population of cheetahs (*Acinonyx jubatus*), and one of the two largest populations of brown hyenas (*Hyaena brunnea*). It is also a core country for one of the five largest transboundary lion populations and one of the largest known resident populations of cheetahs in southern Africa. Leopards and spotted hyenas (*Crocuta crocuta*) occur throughout the landscape.
3. The landscape is host to two important conservation areas: the Central Kalahari Game Reserve (CKGR) and the Kgalagadi Transfrontier Park (KTP). The two are connected by Wildlife Management Areas (WMAs) – designated as blocks KD 1, 2, 12, 15 (in Kgalagadi District) and GH 10 and 11 (in Ghanzi District), interspersed by communal grazing areas (in white on Fig 1). The Wildlife Management Areas were introduced in the late 1980s and early 1990s to act as migratory corridors and buffer zones between the protected areas and ranches/cattle posts as well as to serve local communities primarily through sustainable wildlife utilisation. Indeed, the maintenance of the Kalahari as a major wildlife system depends upon connectivity between the Kgalagadi Transfrontier Park (KTP) and the Central Kalahari Game Reserve (CKGR) through seasonal migrations to the mineral rich belt of pans known as the Schwelle that constitute an important wet season calving area.
4. **Threats:** Botswana has strong political will and policies for conservation. Indeed, at the recent CITES CoP<sup>2</sup> Botswana strongly supported positions (within proposals 14, 15 and 15) which prohibit the trade in ivory, breaking from the SADC position. Despite the fact that Botswana has put in place a strong strategy to protect wildlife, poaching of lions, leopards and cheetah remains a serious concern and is increasing, albeit at a lower rate than in neighbouring countries<sup>3</sup>. However, misuse of poisons to kill wildlife is rapidly emerging as a key threat, often done deliberately to kill the mammalian carnivores or kill vultures, which are sentinels for poaching incidences<sup>4</sup>. Continued poaching of the large-bodied carnivores and other iconic mammals (Table 1 and 2) would reduce the viability of tourism at a time when Botswana is struggling to diversify its economy away from being dominated by diamonds, and risks foregoing the opportunity for rural economic development based on wildlife tourism.

Table 1: National poaching data during 2008, showing data from wildlife-rich districts<sup>5</sup>

District	Number of poaching cases	Number of people arrested
Ngamiland	12	30
Ghanzi (CKGR, including Khutse)	19	41
Central	10	30

<sup>1</sup> World Bank Fact Book, 2015.

<sup>2</sup> CITES COP 13, Johannesburg, South Africa

<sup>3</sup> Kholi, Adrian 2016: Baseline Assessment report on threats to wildlife in Botswana. UNDP Project

<sup>4</sup> Vultures circling over carcasses indicate possible cases of poaching, and so these birds are often directly targeted so as to reduce/eliminate chances of poachers being caught.

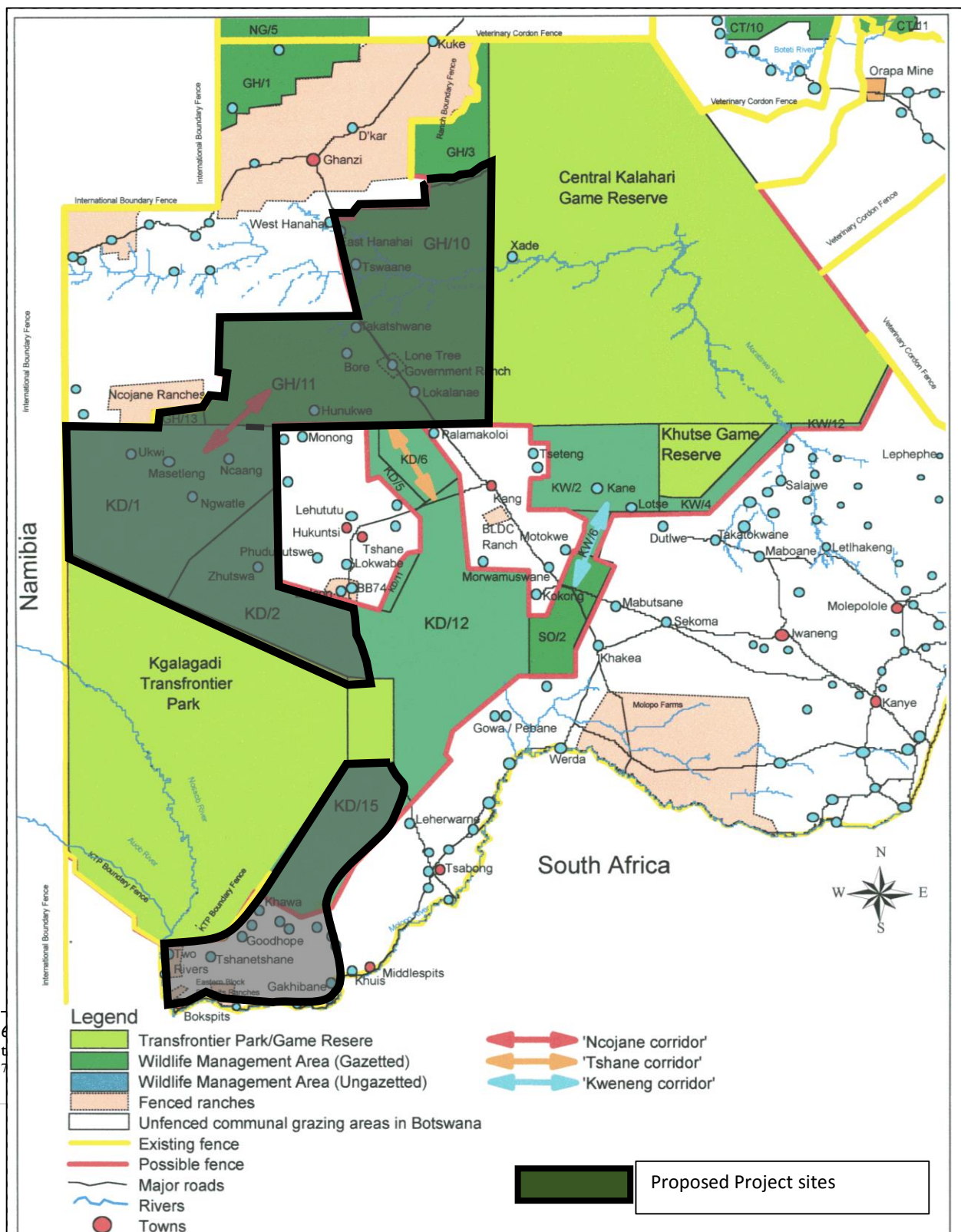
<sup>5</sup> Source Department of Wildlife and National Parks, 2016 - National data versus District data

Chobe	11	1
Total	42	89

Table 2: Elephant poaching data 2003 to 2009:<sup>6</sup>

Year	2003	2004	2005	2006	2007	2008	2009	Total
Number of elephants killed	3	5	10	13	18	10	22	81

Figure 1: Map of the Kalahari landscape showing Ghanzi and Kgalagadi Districts and Central Kalahari Game Reserve and the Kgalagadi Transfrontier Park showing proposed project sites<sup>7</sup> - Source: (From KTP Management Plan, 2008)





5. At the landscape level, wildlife, ecosystem integrity and livelihoods are threatened by loss of wildlife migratory corridors due to non gazettement of the WMAs connecting CKGR and KTP; land and range degradation, and human-wildlife conflicts; all of it exacerbated by impacts of climate change. The WMAs in Kgalagadi District are yet to be formally gazetted and expansion of livestock into these and communal areas has led to severe competition for space between wildlife, people and cattle, escalating incidents of human-wildlife conflicts. Wildlife movements have been significantly curtailed due to a combination of factors, including the encroachment of cattle grazing, erection of fences, fragmentation of land for cattle ranching, human settlements (which monopolise the open water sources), and, possibly, unmanaged hunting.
6. Indeed, natural resources utilization in the landscape is characterised by competition and conflict at several levels: i) between livestock production, which supports Botswana's large beef sector, and wildlife conservation. This is because livestock now graze illegally within the WMAs and have almost entirely blocked critical wildlife movements in the area; ii) between commercial livestock production on ranches and subsistence livestock rearing on communal lands, including within restricted areas within the WMAs. Residents in the WMAs and communal lands, who constitute some of the poorest in the country, are powerless to prevent owners of large cattle herds, often from outside of the area, grazing their herds in the WMAs. This is exacerbated by the dual grazing rights, whereby cattle owners can utilise both the 'commons' and their own private ranches; iii) since the ban on hunting of large-bodied vertebrates in 2014, a new conflict has arisen between communities and conservation (as epitomised by increasing cases of wildlife poisoning). The ban exacerbated the market failure, which undermines wildlife conservation in many places – wildlife has high international value but low or negative value at the local level where many important land and resource use decisions are made. In the Kalahari landscape, there are very limited viable alternative wildlife based economic options for communities living in the WMAs, where livestock based economic activities are banned by law.
7. In the communal areas, land and rangeland degradation is a challenge to livelihoods, economic development and biodiversity conservation. Land degradation is largely caused by interrelated factors including overstocking, bush encroachment (particularly by *Acacia mellifera* and *Dichrostachys cinerea*), and invasion by alien species of flora (e.g. *Prosopis* and *Cenchrus biflorus*), over-extraction of groundwater and potential aquifer pollution, unsustainable harvesting of natural resources, and unmanaged fires. Large tracts of Kgalagadi and Ghanzi District burn every year or every several years. Fires are predicted to become more severe and extensive under the ENSO effect. Government-led fire suppression approaches to fire hazards (e.g. prohibition of use of fire to open-up rangelands,) raise questions of sustainability in the long run and are also clearly failing as a fire management approach. This set of circumstances has led to the current situation where the landscape risks losing resilience and is struggling to balance the provision of socio, economic and ecological benefits.
8. Of key concern is human-wildlife conflict in the WMAs and on communal lands, which fuels retaliatory killing of predators following stock losses, in addition to providing an enabling environment for a trend observed in recent years - that of increased incidents of illegal live capture of animals, which are trafficked to neighbouring countries<sup>8</sup>. In many instances, subsistence poaching has transformed into commercial poaching, with emerging trends such as the deliberate poisoning of vultures, which alert law enforcement officers to illegal offtake sites. The baseline study established that on average 68% of all wildlife killed annually in Kgalagadi district were killed for game meat. A total of 701 human-wildlife conflict cases were recorded between 2012 and 2015 in the Kgalagadi district while 496 were recorded for the same period in the Ghanzi district.

Table 3: Population dynamics of Kalahari wildlife populations as shown by sequential DWNP aerial surveys

Date	Hartebeest	Wildebeest	Eland	Springbok	Gemsbok
1978#	293,462	315,058	18,832	101,408	71,243

<sup>8</sup> See Republic of Botswana (2013) National Anti-Poaching Strategy: Jealously guarding our national heritage – natural resources

1994	44,085	13,598	11,757	87,501	123,110
1996	29,247	13,671	19,027	58,003	117,130
2001	41,408	11,866	23,659	28,118	103,616
2002	24,240	8,278	19,271	25,727	93,246
2003	44,453	12,074	24,024	24,308	89,247
2005	46,182	15,020	41,477	22,457	103,164
2012**	53,603	22,704	32,280	35,101	123,510
2015***	43,526	20,810	74,790	40,042	121,449

\*\* Includes Ghanzi Farms; \*\*\* Includes Kweneng and Southern District; # DHV (1980) CountryWide Animal and Range Assessment Project

9. The lack of suitable groundwater in the area between the CKGR and KTP means that wild animal biomass cannot be simply substituted by domestic stock. The loss of the Schwelle and connectivity between the CKGR and KTP would therefore result in several hundred thousand hectares of rangeland becoming unsuitable for large herbivores, without the possible replacement of the wildlife by domestic stock. The implications for the conservation of Kalahari wildlife as well as rural livelihoods will be profound if fragmentation of the Kalahari System occurs.
10. **Relevance to Botswana's National Development priorities:** The government is determined to diversify the economy from its high reliance on diamonds. Wildlife and wilderness-based tourism and the beef industry are the two potential means of diversification. Wildlife is threatened by poaching and wildlife crime (including IWT and wildlife poisoning), while the beef industry is threatened by degrading rangelands. Without the two, the country's economy is likely to grow at a slower pace and lack resilience, making it difficult for the country to achieve national priorities such as its Vision 2036, and the National Development Plan (NDP) 11 (2017-2022).
11. **Relevance to global environment issues:** Iconic wildlife species such as, lions, leopard, cheetah and other predators, as well as large- and medium-bodied herbivores are being lost at unacceptable levels due to increased poaching and illegal wildlife crimes, exacerbated by loss of habitat due to steep competition from other land uses perceived to have greater economic and livelihood returns. Rangeland degradation, accompanied by increased bush encroachment (e.g. *Prosopis*, *Acacia mellifera* etc.) alters the integrity of the ecosystem, reducing the carrying capacity of the rangelands (for cattle and wildlife) and the ability of the ecosystem to support livelihoods and economic activities.
12. **Relevance to the sustainable development goals (SDGs):** Poaching, IWT and loss of migratory corridors reduces the viability of a wildlife-based economy in Botswana. Rangeland degradation, bush encroachment and invasive flora reduces the productivity of the rangelands, directly impeding achievement of 7 SDGs. These are Goal 1-Ending Poverty (affect rural development opportunities). Goal 2-Food Security (decrease wildlife as a source of protein for local communities). Goal 8-Decent Work and Economic Growth (negatively affect national tourism development). Goals 12-Sustainable Consumption and Production (via unsustainable harvesting of wildlife and other natural resources). Goal 15-Life on Land (via degradation of species, communities and ecosystems). Goal 16-Peaceful and Inclusive Development (increased levels of crime, conflict and insecurity). Goal 17- Means of Implementation and Partnerships (decrease national income).
13. **Impact on local communities:** The cultural heritage of the indigenous communities of the Kalahari are based on hunter-gatherer livelihood strategies, with centuries' old respect for, and in many instances, co-existence with wildlife. As these communities have interacted with the other groups in Botswana and policies have evolved to become incompatible with these strategies, livelihoods have relied more on livestock production and subsistence agriculture than on wildlife and wild resources. Degradation of rangelands and loss of indigenous vegetation (due to bush encroachment and invasion of alien species) therefore exacerbates the challenges of livelihoods already in transition from depending on wildlife and veld products to depending on livestock and agriculture, under a highly variable and uncertain climate regime. The 2014 ban on hunting has reduced benefits and livelihood options for communities living in the VMAs drastically and increased the vulnerability of the

livelihoods of the indigenous groups. Collectively, these developments are likely to have increased food insecurity and poverty, and have most likely contributed to the increased incidents of poaching (and poisoning) of wildlife at the local level.

14. Key root causes of poaching and wildlife crime, illegal wildlife trade (IWT), habitat and rangeland degradation in Botswana (respectively), and especially in the Kalahari ecosystem are: **High international demand for wildlife products, poverty of local communities**; insufficient national awareness on sustainable use of natural resources; banning of consumption-based CBNRM and livestock overgrazing, exacerbated by the dual grazing rights of commercial ranchers (Fig. 2).
15. In the many landscapes of Botswana, resolving the challenges of competing land uses will require the adoption of a landscape approach to planning, an approach that has been proven to effectively integrate solutions optimizing environmental, social and economic outcomes on sustainable development investments. Indeed, the Government of Botswana has taken several steps towards such an approach in the Kalahari ecosystem; it adopted an ecosystems approach to designing the protected areas (Central Kalahari Game Reserve and Kgalagadi Transfrontier Park), connected by Wildlife Management Areas, and interspersed with commercial ranches and community grazing areas. However, implementation of the land-use plans formulated under the ecosystems approach in actual management of the natural resources has faltered over the years and has become ineffective in resolving the conflicts and competition over resources for several reasons. As a result, the Kalahari System is at a crossroads - with the WMA system continually being undermined (especially in Kgalagadi District, where WMAs are not gazetted). The CKGR is close to being entirely isolated from the KTP due to livestock expansion in and around the Schwelle, rangeland degradation, bush encroachment and invasion of alien species has reduced the ability of the ecosystem to support livelihoods and economic activities. CBNRM is perceived to have failed and with it, the value of wildlife to improving livelihoods has diminished, and poaching and illegal trade in wildlife is on the rise. There is an urgent need, and political support for upgrading the ecosystems approach to a landscape approach to natural resources management, along with building the legal and institutional environment and capacities for its effective implementation, to increase ecosystems resilience and ability to support economic development, livelihoods and biodiversity conservation. The adoption of landscape-scale approaches and more effective protection of wildlife to reduce poaching and trafficking are currently hindered by four key barriers, which will be addressed through this project; i) lack of systematic coordination of the various efforts between the different law enforcement agencies at district, national and international levels to combat wildlife crime; ii) Insufficient incentives for community participation in wildlife conservation; iii) low capacity and skills to integrate competing interests into land-use planning and management; iv) inadequate monitoring and governance systems to facilitate sustainable NRM. Figure 2 presents the situational analysis (while Annex 15 provides an in-depth articulation of the threats, root-cause barrier analysis).

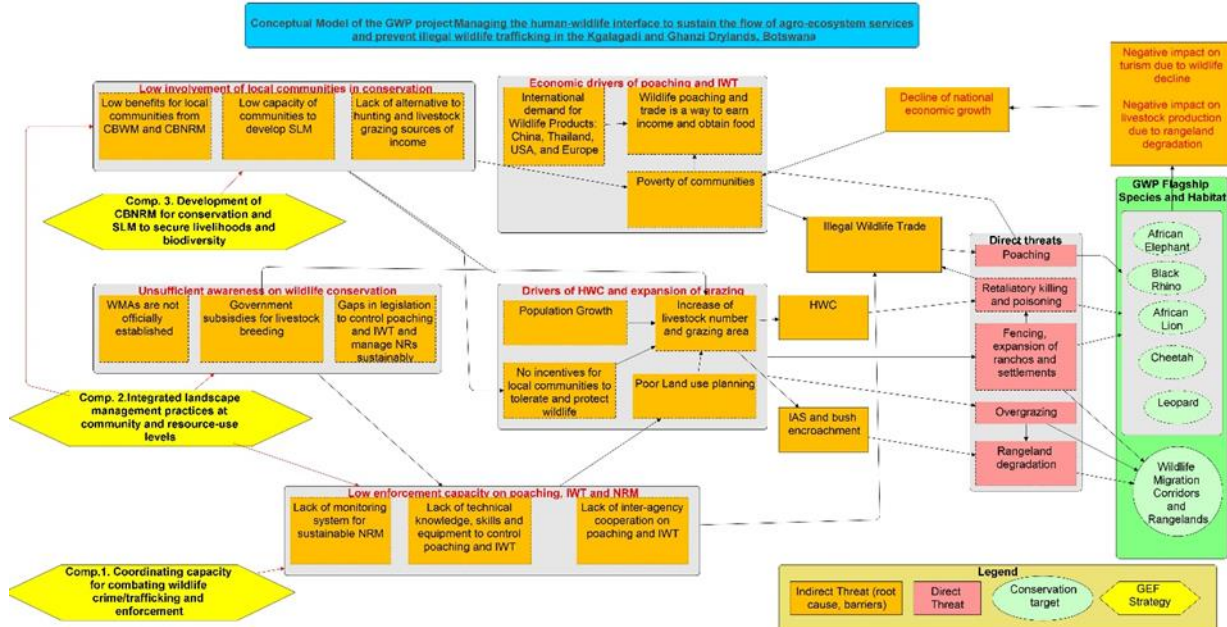


Figure 2: Conceptual Model for the baseline situation of poaching, IWT and loss of ecosystems integrity in the Kalahari Basin with the Strategies suggested by the UNDP/GEF Project.

### III. Strategy

#### Long-term solution

16. The project Objective is to promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between land uses (biodiversity conservation, economic and livelihood activities). This will reduce the volume of unsustainable wildlife crimes and the rate of loss of globally significant biodiversity in Botswana, while simultaneously improving the quality of the rangeland and its ability to support livestock, wildlife and livelihoods. The objective will be achieved via four components (project strategies). Component 1: *Coordinating capacity for combating wildlife crime (including trafficking, poaching and poisoning) and enforcement of wildlife policies and regulations at district, national and international levels.* Component 2: *Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts (KDI, 2, 15, GH 10 and 11).* Component 3: *Integrated landscape planning in the conservation areas and SLM practices in communal lands secure wildlife migratory corridors and increase productivity of rangelands respectively, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem;* Component 4: *Gender mainstreaming, knowledge management, monitoring and evaluation (Fig. 2).*
17. Under **Component 1**, the project will facilitate the development and adoption of a protocol / strategy on collaboration and cooperation of law enforcement agencies to enhance the effectiveness of joint operations, information and intelligence collection sharing/exchange. This will include establishment of a national Joint Operations Centre (JOC), Intelligence Dissemination Centres at district level and support to/facilitation of joint operations. The institutions involved include the Department of Wildlife and National Parks (DWNP), Botswana Police Service (BPS), Botswana Defence Force (BDF), Directorate of Intelligence and Safety and Security (DISS), Botswana Prison Services (BPS), Directorate of Corruption Economic Crime (DCEC), Botswana Unified Revenue Services (BURS) and other statutory agencies as may be required to achieve set targets. The protocol will create the much-needed institutional framework and must go through all approval levels to obligate all agencies to abide by it. The strategy will amongst other things establish appropriate structures at all levels, as well as address issues relating to command and control in these structures,

including joint operations. It will further create space for civil society and communities to join the fight against wildlife crime.

18. The project will facilitate review of policies and legislation that need to change to legalize collaboration of the law enforcement forces. This will include amendment of appropriate legal instruments so that wildlife crime is classified as a serious crime so that penalties have a mandatory minimum sentence in order to reduce the wide discretion of judiciary officers. It will then support the establishment of the infrastructure needed to operationalize the JOC, including support to collaborative planning/implementation, establishment of centralized databases, etc. The project will enhance District level players to support national level implementation of the National strategy as well as to implement its provisions in the Kalahari landscape. Under this output, the project will facilitate the Anti-poaching Unit of DWNP to establish four additional Forward Operating Bases (FOBs) in wildlife crime hotspots – two in Kgalagadi district and two in Ghanzi District. It will also increase resources, equipment and technologies to enable the patrol units to intensify covert and overt operations.
19. The project will also support the DWNP to set up additional permanent or semi-permanent operations such as roadblocks at strategic locations to deter would-be poachers. This will complement the current roadblocks at the gate at Kuke Veterinary Cordon fence and sporadic vehicle checkpoint close to the Lone tree Anti-Poaching Camp. It will also increase capacity of the Narcotics, Fauna and Flora unit of the Botswana Police Services, for investigating and securing prosecution for crimes of Narcotics, Fauna and Flora. The project will provide the unit with personnel, focused and customized training on wildlife investigations as well as associated resources such as vehicles and camping equipment, required for effective performance. It will then link them to the National Forensics Laboratory to increase the use of forensic science to support combating wildlife crimes in the two districts. Finally, under this outcome, the project will design and deliver training programs for all the relevant units of wildlife management and law enforcement units.
20. Under **Component 2**, the project will provide incentives and systems for communities to embrace wildlife conservation, participate fully in monitoring and reporting wildlife crimes and to reduce depredation (and human wildlife conflicts). The project will therefore seek to increase community benefits from non-consumption based NRM exploitation strategies. The project will support local businesses development to enable meaningful participation in nature-based enterprises. This will include skills development as well as links to markets and investment capital. It will therefore develop 3 ecotourism ventures and at least 4 supply chains and operationalize them to deliver significant benefits to a significant proportion of the society, sustainably and equitably. These will include (but not be limited to) (i) ecotourism that actually benefits, rather than by-passes local community groups; (ii) the development of a Community Owned and Managed Game Farm; (iii) exploitation of veld products such as devils claw, hoodia and others to be identified; and (iv) productive use of *Prosopis* to reduce the abundance and spread of this invasive species (in conjunction with controlling bush encroachment under component three).
21. To increase community participation in combatting wildlife crimes, the project will also capacitate the Environmental/Conservation Education department of DWNP to resuscitate their public education campaigns, and in particular to reach all schools, villages, settlements and cattle posts as frequently as possible. Moreover, this component will avail resources for community-led wildlife crime combatting initiatives, including those by the Community Based Organisations (e.g. their wildlife wardens programmes, so-called '*badisa ba diphologo*'), the village-level voluntary Police ('cluster policing'), crime-prevention committees (coordinated by the Police) etc. The project will provide training (guided by a needs assessment), resources to enable community-based implementation of wildlife crime enforcement, as well as support the coordination mechanisms necessary to facilitate synergy with the largely government-run law enforcement activities outlined in Component I. In addition, the project will design and implement Human Wildlife Conflict (HWC) reduction strategies based on wildlife behavioural science and advanced livestock management. The strategies will be based on: i) current research in the region which have shown potential for manufacturing synthetic wild dog scents to mark territories; ii) combination of herding techniques and limited cultivation to supplement livelihoods.

22. **Component 3** the project will use integrated landscape planning in the conservation areas and SLM practices in communal lands to secure wildlife migratory corridors and increase productivity of rangelands respectively, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem. The project will therefore facilitate development of one overall Integrated Landscape Management Plan (ILMP) for the areas within and connecting WMAs covering about 0.5 million hectares<sup>9</sup>. Development of the ILMP will be through a participatory process to promote ownership by all stakeholders responsible for its implementation, including communities and Land Boards. The project will support the development of tools and knowledge products that are necessary to inform integrated land use planning such as economic valuation of ecosystems, Cost-Benefit Analysis (CBA) and Targeted Scenario Analysis (TSA)<sup>10</sup> to inform decision-making and options for Sustainable Ecosystem Management. The plan will revise the Wildlife Management Areas linking KDI/KD2 and GH11, in line with the recent Cabinet Approval<sup>11</sup>. Communities will be supported to obtain formal gazettelement of the WMA to link up KTP with the CKGR with a goal of securing habitat for wildlife populations that migrate between the two PAs and use the Schwelle as wet season calving areas. The project will then support communities to develop/revise and implement WMA management plans to ensure that utilization of the 500,000 ha is in line with conservation requirements. The project will also develop a Land Use Conflict Identification System (LUCIS), which will be embedded in Land Board to ensure the migratory corridors, and the Schwelle, once established, remain functional. Such a LUCIS approach has already been utilised by Seronga Sub-Landboard in the Okavango Panhandle area of Botswana, and has proven invaluable in assisting Land Board in the optimal allocation of land to competing land uses.
23. The project will also put approximately 100,000 ha of community lands around the Protected Areas (east of KDI and east of KD15/Bokspits) under improved community rangeland management, improved pastoral production and climate smart agriculture. This will promote efficient use of land, soil, water, and vegetation in existing agro-ecosystems as essential for intensifying production of food crops and livestock. The project will support implementation of holistic range management, which regulates livestock grazing pressure through sustainable intensification and rotational grazing systems, increase diversity of animal and grass species, and manage fire disturbance. In addition, the project will facilitate formulation and implementation of community based fire management strategies for several villages where bush fires are common (determined during Year 1). To support implementation of the fire strategies, capacity of communities to access funds from existing funds such as the National Environment Fund for landscape rehabilitation and conservation works (such as Ipelegeng) will be boosted.
24. To increase agricultural productivity and general resilience, the project will facilitate the communities to formulate climate change adaptation strategies using Community Based Resilience Assessment (CoBRA). The strategies will identify climate smart agricultural practices relevant for the dry conditions of the landscape. In recognition of the role of climate change and increasing vulnerability, this output will also support the development of adaptation strategies relevant to the local dryland ecosystem and build the capacity of local communities to identify stressors from the environment/landscape and employ strategies to manage vulnerability and enhance their own resilience. This will contribute to building community resilience and reduce pressure on the conservation areas from the broader landscape. In addition, the project will increase capacity of NRM support institutions and communities to sustain project initiatives on integrated landscape planning, WMA management as wildlife conservation corridors and mainstreaming of SLM into communal areas developed. The goal is to build capacity for increased cooperation and collaboration among land users and managers and increase the effectiveness of the strategies being used to address land and ecosystem degradation, reduce competition and conflicts arising from different land uses, and enhance the multiple benefits of integrated NRM. In particular, the project will facilitate the District Land Use Planning Unit (DLUPU) to expand its current SLM/NRM coordination mechanism to become more inclusive, adding stakeholders from civil society, community groups and academia.

<sup>9</sup> The Kalahari landscape covers about 22.3 million hectares. Although 0.5 million hectares is quite large, it constitutes only 2% of the landscape.

<sup>10</sup> See [http://www.undp.org/content/undp/en/home/librarypage/environment-energy/environmental\\_finance/targeted-scenario-analysis.html](http://www.undp.org/content/undp/en/home/librarypage/environment-energy/environmental_finance/targeted-scenario-analysis.html)

<sup>11</sup> The Cabinet Paper accompanying the approval is not yet available but should be available by inception workshop.

Current institutional structures for land use planning and management are not fully inclusive and exclude other relevant stakeholders that could inform a more integrated approach to land use planning and NRM. This will provide a more open and inclusive platform for dialogue and planning, building on the existing structures and processes. The capacity of the District Land Use Planning Unit (DLUPU) to coordinate and facilitate collaborative adaptive management will be enhanced and the relevant resources provided to the structure. Key in this process will be support to the design of the SLM Financing Strategy, which will support the quantification of financial and other resource needs for integrated planning. Support will also be provided to formulate a strategy for funding and resource mobilisation to operationalise the coordination mechanism and implement the SLM Financing Strategy.

25. Finally, under the outcome, the project will provide communities in twenty villages with skills (training) to integrate SLM into livelihood activities including piloting improved community rangeland management and pastoral production practices (such as Holistic Range Management) and climate smart agriculture. The project will design and implement training programs, based on a training needs and skills assessment.
26. **Component 4** will deal with the cross-cutting is
27. issues of gender mainstreaming and knowledge management. A gender strategy will be formulated and implemented. A project participatory M&E plan will be formulated and used to guide project implementation, collate and disseminate lessons, in support of adaptive management. This component will build on and support existing monitoring programmes, such as MOMS (Management Oriented Monitoring System).

#### *Theory of change*

28. The project's Theory of Change (ToC) is embedded within the overall ToC underlying the Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development<sup>12</sup> Programme (GWP). The project will directly contribute to three GWP Components (Table 4).

Table 4: Alignment of the project with GWP Components, outcomes and indicators and targets

<b>Child Project Components</b>	<b>Relevant GWP Components</b>	<b>Relevant GWP Outcome</b>	<b>Relevant GWP GEF Indicators and Targets</b>
I.Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels	Component 1. Reduce Poaching and Improve Community Benefits and Co-management  Component 2. Reduce Wildlife Trafficking	Outcome 1: Reduction in elephants, rhinos, and big cat poaching rates. (baseline established per participating country)  Outcome 4: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting	I.1: Poaching rates of target species at program sites (Specifically, a reduction in PIKE trend for elephants to below 50% at each site; and for rhinos and big cats, a reduction in poaching rates to reverse population declines - compared to baseline levels at start of project)  I.2: Number of poaching-related incidents (i.e. sightings, arrests, etc.) per patrol day  I.3: Number of investigations at program sites that result in poaching-related arrests (increase at first, then decrease over time)  I.4: Proportion of poaching-related arrests that result in prosecution (increase)  I.5: Proportion of poaching-related prosecutions that result in application of maximum sentences (increase)  I.6: Protected areas (METT score) and community/ private/ state reserves management effectiveness for Program sites (increase)

<sup>12</sup> See [https://www.thegef.org/gef/project\\_detail?projID=9071](https://www.thegef.org/gef/project_detail?projID=9071) for the comprehensive Programme Framework Document (PDF). The included TOC of the Global Programme focuses on strengthening the conservation of globally threatened species and reducing wildlife crime by ensuring that local communities feel the value of preserving healthy natural resources and populations of wildlife species in order to secure their own livelihoods.

		initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and product	<p>4.1: Number of laws and regulations strengthened with better awareness, capacity and resources to ensure that prosecutions for illicit wildlife poaching and trafficking are conducted effectively (increase)</p> <p>4.2: Number of dedicated law enforcement coordination mechanisms (increase)</p> <p>4.3: Number of multi-disciplinary and/or multi-jurisdictional intelligence-led enforcement operations (increase)</p> <p>4.4: Proportion of seizures that result in arrests, prosecutions, and convictions (increase)</p>
2. Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts (KDI, 2, 15, GH 10 and 11).	Component 1. Reduce Poaching and Improve Community Benefits and Co-management	Outcome 2: Increased community engagement to live with, manage, and benefit from wildlife	<p>2.1: Benefits received by communities from sustainable (community-based) natural resource management activities and enterprises (increase)</p> <p>2.2: Human-wildlife conflict (HWC) as measured by incident reports (decrease)</p>
Component 3: Integrated landscape planning in the conservation areas and SLM practices in communal lands secure wildlife migratory corridors and increase productivity of rangelands respectively, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem; Component	Component 1. Reduce Poaching and Improve Community Benefits and Co-management	Outcome 3: Increase in integrated landscape management practices and restoration plans to maintain forest (weld) ecosystem services and sustain wildlife by government, private sector and local community actors, both women and men	<p>3.2: Increase in area of weld and rangelands resources restored in the landscape, stratified by the management actors (compared to baseline levels at start of project)</p> <p>3.3: Increase in community benefits generated for managing weld and rangeland ecosystems and restoration plans</p>
4. Gender mainstreaming, Knowledge	Component 4. Knowledge, Policy	Outcome 6: Improved coordination	6.2: Program monitoring system successfully developed and deployed



Management and M&E	Dialogue and Coordination	among program stakeholders and other partners, including donors	6.3: Establishment of a knowledge exchange platform to support program stakeholders
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29. Botswana will contribute to the global awareness campaigns to be organized in consumer countries highlighting impacts of consumption of wildlife products on wildlife populations and loss of economic opportunities for the wildlife hosting communities. The project will therefore contribute to the **GWP Component 3 - Reducing Demand, Outcome 5**: Reduction of demand from key consumer countries. The long-term solution proposed throughout the project design addresses the identified barriers through achieving clear Outcomes and based on the following Assumptions (Table 5, Fig. 3).

30. The long-term solution proposed throughout the project design addresses the identified barriers through achieving clear Outcomes and based on the following Assumptions (Table 5, Fig. 3).

Table 5: Detailed analysis of the Theory of Change



Outputs	Outcomes	Impacts and GEBs	Assumptions
Component 1: Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels			
<p>The project will build collaboration amongst wildlife management and law enforcement agencies (BPS, DISS, BDF, Botswana Prison Services, BURS etc.) including enhanced intelligence sharing (output 1.1). It will also provide capacity to District level wildlife management and law enforcement agencies to implement provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts (output 1.2).</p>	<p>Increased collaboration, information exchange, partnerships, new skills and equipment will increase district and national capacity to implement the National Anti-poaching Strategy and law enforcement against wildlife crimes. Expanding partnerships for combatting wildlife crime to include communities, CBOs and CSOs will lead to increased number of wildlife crimes reported to enforcement agencies and more effective anti-poaching, anti-wildlife poisoning and anti-IWT operations (Outcome 1).</p> <p>Furthermore, increased enforcement capacity and targeted operations will increase the rate of seizures, arrests and successful prosecution of wildlife crime cases (Objective Outcome). This will contribute to restoring confidence in the law enforcement system, discouraging further upsurge in poaching and trafficking, synergizing the effects of outcome.</p>	<p>Increased rate of seizures, arrests and successful prosecution of poachers and IW traders will lead to reduction of poaching, wildlife trafficking and retaliatory killing of wildlife (Mid-Term Impact). Decrease of key threats will lead to increased survival rate for wildlife and recovery of important species (Long-Term Impact);</p>	<p>Law enforcement agencies can overcome institutional bureaucracies and suspicions and implement meaningful collaboration agreements (Intermediate Outcome).</p> <p>Government will approve and implement legislation and policies developed by the project (Intermediate Outcome).</p> <p>Local people and CSOs are willing to collaborate with enforcement agencies.</p>
Component 2: Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape			

<p>The project will identify at least 4 value chains (for sustainable harvesting of veldt products and IAS) and at least 3 eco-tourism businesses, including a community-managed and owned game farm (output 2.1). It will also provide Strategies for communities, CSOs and academia to collaborate with law enforcement agencies and support implementation of strategies to reduce HWC and increase local level participation in combatting wildlife crimes in the two districts (output 2.2).</p>	<p>Implementation of innovative CBNRM supply chains will increase community benefits from NRM. Reduction of HWC will reduce the incentive for localized poaching and wildlife crimes, as well as enhance ability of a significant percentage of the communities to benefit from rebuilding the natural capital, incentivizing conservation while increasing household income earning options; which reduces vulnerability of livelihoods (Objective Outcome).</p>	<p>Increased area under CBNRM as well as increased benefits for communities from NRM and small businesses will decrease dependence of communities on poaching and IWT as a source of income (Mid-Term Impact). At the same time ownership of wildlife and ability to earn income from eco-tourism attracted by wildlife will stimulate communities to protect the animals and their habitat, and decrease retaliatory killings (Mid-Term Impacts).</p> <p>Increased numbers of successful arrests and prosecutions of poachers by enforcement agencies and community rangers will also contribute to decline in poaching (Objective Outcome). Under sustainable community management and decreased poaching wildlife populations and their habitat will be on the path to restoration (Long-Term Impact)</p>	<p>Suggested income generating alternatives will be equal or more profitable and secure than poaching and IWT.</p> <p>Local communities have enough capacity to build on to develop small business models.</p> <p>Market exists for CBNRM products and services.</p> <p>Law enforcement activities by both law enforcement and community rangers in the project area will be high enough to deter local people from poaching and IWT.</p>
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<p>Component 3: Integrated landscape planning in the conservation areas and SLM practices in communal lands secure wildlife migratory corridors and increased productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem</p>			
<p>500,000 ha of conservation area will be recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KDI/KD2 and GH11) (output 3.1);</p> <p>Approximately 100,000 ha of community lands around the Protected Areas (east of KDI and east of KDI5/Bokspits) will be put under improved community rangeland management and pastoral production practices (such as Holistic Range Management, bush clearance, rehabilitation of degraded pastures, climate smart agriculture and community based fire management (output 3.2).</p> <p>Capacity will be enhanced for NRM support institutions and communities to sustain project initiatives on integrated landscape planning, WMA management as wildlife conservation corridors and mainstreaming of SLM into communal areas developed;</p>	<p>ILM will address the current intense competition and conflict between the various land uses and stakeholders. This is likely to result in the gazettement of WMAs and the securement of wildlife corridors between the CKGR and KTP. ILM will increase participation of local communities in NRM as well as the area under community management and benefits for local people (Objective Outcome).</p> <p>Mainstreaming SLM into livelihood activities in the communal lands will increase rangeland productivity, and reduce dependence on PAs for economic activities.</p> <p>The capacities will enable implementation of Integrated Landscape Management (ILM) in over 0.5 million hectares of the Kalahari landscape (Outcome 2) and sustain the integration of SLM into production systems. The Coordinating mechanism will increase stakeholder collaboration, and therefore effectiveness in tackling competing land uses for conservation based economic development.</p>	<p>Increased community ownership for wildlife and other NRs, benefits from sustainable NRM as well as decreased land-use conflicts will lead to decrease in poaching incidents, unsustainable grazing and encroachment of livestock (ranches and cattleposts) and settlements into critical WMAs (Mid-Term Impact) in the project area and eventually to stable connectivity of wildlife migration corridors and sufficient productivity of rangelands (Long-Term Impact).</p>	<p>Local communities and other stakeholders have enough capacity and incentives to develop ILM.</p> <p>Government provides support and incentives for ILM implementation.</p> <p>The National Conservation Strategy (NCS) is acceptable by all other stakeholders to be the coordinating mechanism for mainstreaming SLM and coordinating landscape based planning.</p>
<p>Component 4: Gender mainstreaming, Knowledge Management and M&amp;E</p>			
<p>Participatory approach in M&amp;E and strong lesson learning system will be established by the project (Output 4.2). A gender strategy guiding project implementation will ensure that women's and men's knowledge, agency and collective action are afforded equal opportunity in finding, demonstrating and building more economically, socially and environmentally sustainable pathways to manage the Kalahari landscapes and their important wilderness and wildlife; and that benefits from the project flow to all social and gender groups equitably (Output 4.1).</p>	<p>Participatory M&amp;E and gender mainstreaming will allow effective Adaptive Management of law enforcement and community based conservation. Successful techniques will be implemented at national and international levels by other projects (Outcome 4) leading to increase of law enforcement and CBNRM effectiveness (Objective Outcomes).</p>	<p>This will increase synergies of all other outcomes, and assist upscaling, increasing overall capacity to tackle wildlife crime, poaching and ecosystems rehabilitation in the country (Mid-Term Impact), leading to securing ecosystem agro-ecological services and rebuilding of resilient wildlife populations (Long-Term Impact).</p>	<p>Other stakeholders are interested in learning from lessons and successful practices developed by the project.</p>

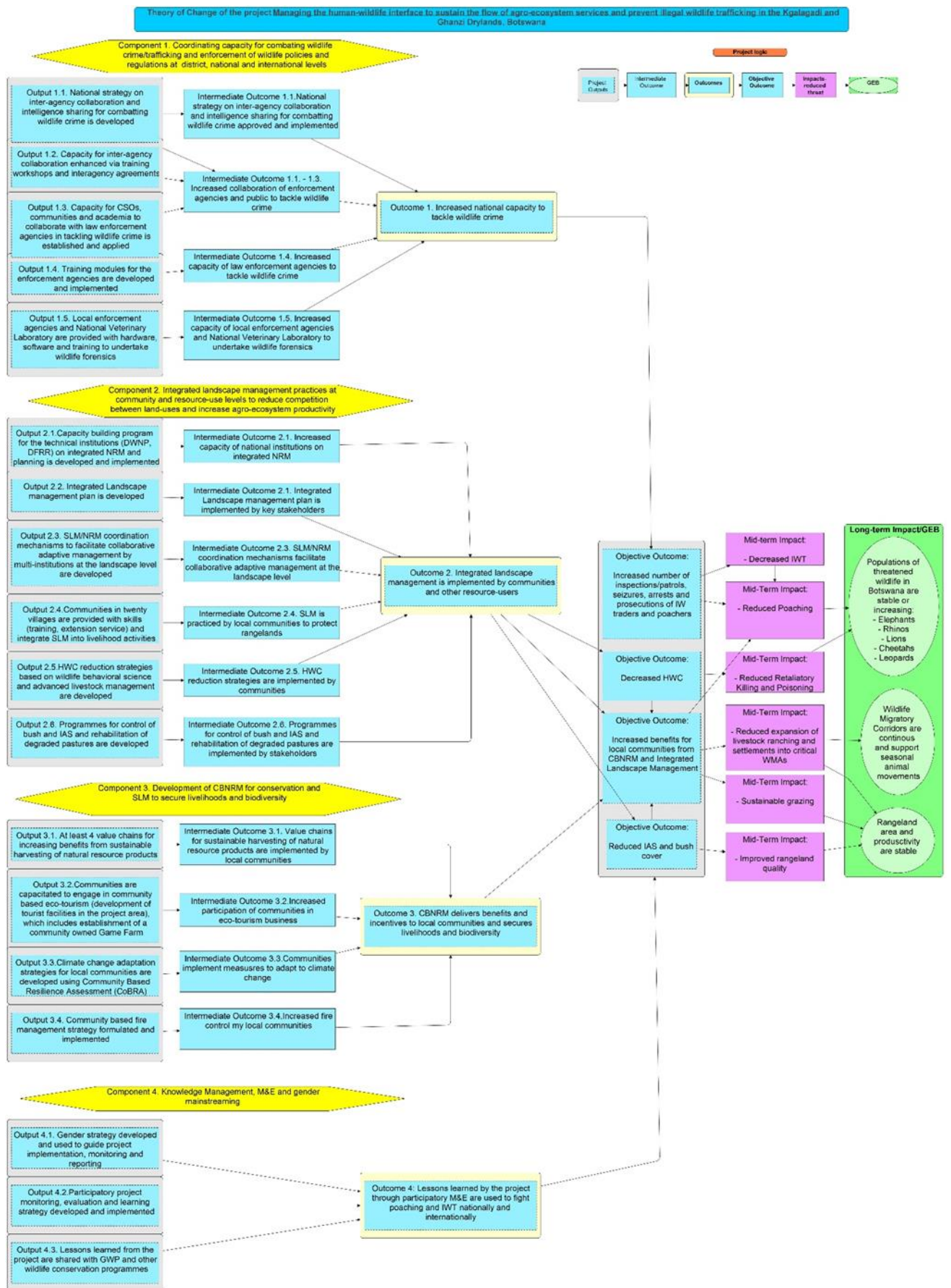


Figure 3: Project Theory of Change

31. In this proposed alternative scenario enabled by the GEF, the project will use three interrelated strategies to secure wildlife in Botswana and tackle land/rangeland degradation at the Kalahari Landscape level. i) It will increase capacities of wildlife management and law enforcement agencies to collaborate and effectively tackle wildlife crimes nationally, while simultaneously increasing capacities for tackling poaching, wildlife poisoning and other wildlife crimes within the Kgalagadi and Ghanzi Districts. ii) it will reduce negative impacts of competing land uses (that threaten wildlife and livelihoods) at the Kalahari landscape level by - applying integrated land use planning, securing migratory corridors that provide connectivity between KTP and CKGR, and integrate sustainable land management practices within the communal areas (to increase productivity of these communal areas and reduce pressure on the conservation areas). This will also rehabilitate degraded rangelands and contain human wildlife conflicts; and iii) it will provide income generating avenues that are not based on wildlife consumption, in order to provide incentives for wildlife conservation in the face of the hunting ban.
32. Furthermore, one-fifth of the project budget will support institutional capacity development to manage the competing land-use conflicts and severe competition for space and resources between conservation (wildlife), economic development (livestock production and agriculture) and livelihood activities (veld products). The GEF alternative will therefore empower a broad range of stakeholders across the Kalahari landscape and the wildlife management community, to integrate principles of biodiversity conservation, sustainable land management and ecosystem resilience into integrated landscape management and wildlife protection. At the landscape level the empowered stakeholders will minimize land-use practices, livelihood and economic activities that negatively impact biodiversity and alter the structure and functioning of ecosystems and threaten the ecosystem's ability to support their economic development - such as overgrazing, bush encroachment, livestock encroachment into critical wildlife corridors and refuge areas, wildlife poisoning, poorly planned artificial water provision, habitat fragmentation, severe and widespread veld fires and over-harvesting of veld products. At the national level, the empowered law enforcement agencies will effectively protect wildlife and convince Botswana to desist from activities that undermine the potential of wildlife and wilderness-based tourism in the diversification of the national economy, and increasing its resilience. Combined, these national and landscape results will avoid the further loss of wildlife and fragmentation of the Kalahari landscape, while securing livelihoods support systems.
33. The project builds on proven experiences and lessons from Botswana's CBNRM programme to date, Zimbabwe's Communal Areas Management Programme for Indigenous Resources (CAMPFIRE)<sup>13</sup> and the Namibian Conservancies models<sup>14</sup>; Kenya's Enhancing Wildlife Conservation in the Productive Northern and Southern Kenya Rangelands<sup>15</sup>.
34. Several critical lessons informed the design, including an emphasis on rethinking CBNRM as an incentive for wildlife conservation, and to empower institutions at the landscape level to manage natural resources more sustainably:
- Healthy, bio-diverse environments play a vital role in maintaining the resilience of ecological processes/ecosystems; which, in turn, reduces vulnerability of communities and economies, and boosts the ability of society to adapt to climate change.
  - Communities are key to creating and maintaining bio-diverse climate resilient landscapes, and can do so effectively if empowered and provided with the right incentives, governance systems and appropriate capacities.
  - Devolving management of natural resources, including wildlife, to the local communities is a cost-efficient strategy. As recognized in the CBNRM Policy and the Draft Botswana National Sustainable Development Strategy<sup>16</sup>, it is necessary to change the traditional view of the roles

<sup>13</sup> Lilian Goredema I, Russell Taylor I, Ivan Bond and Sonja Vermeulen: 2005. Empowering Rural Communities to Manage Wildlife: Lessons Learned from WWF's Support to CAMPFIRE Project 1993-2002 IWWF-SARPO, PO Box CY1409, Causeway, Harare, Zimbabwe 2 IIED, 3 Endsleigh Street, London WC1H 0DD, United Kingdom

<sup>14</sup> Provide citation for Conservancies

<sup>15</sup> UNDP-GEF PIMS 4490: Enhancing Wildlife Conservation in the Productive Southern Kenya Rangelands: Institutional Capacity, Ecological Viability and Economic Diversification.

<sup>16</sup> Botswana National Strategy for Sustainable Development, 2016.

and responsibilities of the government as single-handedly steering and bearing the cost of NRM, to new thinking on governance - where more actors are co-steering. Important aspects of this new thinking are multi-actor, multi-level (international, national and local) and multi-meaning. To achieve this, the project design must align with the characteristics of governance for sustainable development, namely participation, transparency, responsiveness, consensus orientation, equity and accountability. In addition, NRM should deliver development benefits at the local level;

➤ Critical benefits from tourism development can however bypass local communities if not well managed. Lessons from the Amboseli, Kenya's premier tourism destination shows that despite the 130,000 visitors annually, the Maasai have not benefited much from the proceeds, due to limited tourism infrastructure outside the core PAs, poor financial endowment limiting their opportunities for participation and investment, and low levels of expertise in tourism enterprises. Similar conditions prevail in much of Botswana, particularly within Kgalagadi and Ghanzi Districts. Indeed, lessons from the Kavango-Zambezi Transfrontier Area (KAZA) show that despite the fact that tourism is the most lucrative economic activity in the landscape, many of the almost three million inhabitants in the area live in poverty, engaging in the unsustainable use of natural resources to survive<sup>17</sup>. Development of tourism facilities within the national parks in most African countries have so far been investor-driven with most development concentrated in a few places without any effort to distribute it more evenly throughout an ecosystem where it can be beneficial to communities. The low levels of education and limited technical expertise among the Kalahari communities can exacerbate the skewed distribution of benefits even where benefits from tourism development bypasses them. It is especially difficult for local communities to negotiate leases and tenancy agreements for facilities with external investors. Yet since a viable and sustainable wildlife tourism sector depends primarily on maintaining connectivity between the two conservation areas (CKGR and KTP) to allow wildlife to access key resource areas, it is vital that local communities receive tangible benefits for them to continue supporting wildlife-based tourism. Failure of tourism to deliver for the Kalahari communities is viewed as failure of CBNRM.

➤ Failure of CBNRM to deliver benefits from natural resources has far reaching implications. This is because central to the CBNRM is the political decentralisation of natural resources and poverty alleviation. CBNRM arose out of the realization that the management of resources by the central government is often ineffective and too expensive, and that decentralisation of resources to local communities has prospects in promoting sustainable resource utilisation and rural development, and alleviating the chronic challenge of wildlife and other natural resources decline resulting from the central government failings in resource management. Indeed, CBNRM is a shift from the top-down approach to a bottom-up approach in natural resource management. Faltering of CBNRM is therefore perceived to be a reversal of these community empowerment processes; it is perceived to imply a reversal of the decentralisation of natural resource management and a withdrawal of the power and responsibilities previously redistributed from the central government to rural communities. There is a high risk that loss of these powers, perceived or real, will reverse the goodwill accumulated in the communities for many years, reversing residents' attitudes towards sustainable use of natural resource and conservation.

35. The effectiveness of the suggested project strategy has proven to be successful in the same programs that generated the lessons. A 2013 assessment of a series of conservation projects in Zimbabwe concluded that some of the most effective programmes are those where the community is able to work together at a local level to write its own rules around wildlife management, and create its own leadership structures within villages<sup>18</sup>. This is the principle introduced in the 1980s by CAMPFIRE that seems to have survived the economic downturn of the country's economy. CAMPFIRE's philosophy is sustainable management of wildlife by local people for local people, and its key mechanism is legal devolution of rights over wildlife away from central government towards local government.

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<sup>17</sup> Climate Resilient Infrastructure Development Facility (CRIDF), 2017; <https://www.cridf.com/projects>

<sup>18</sup> Hubert Nthuli, 2013 - Making community-based conservation work - a lesson from Zimbabwe.

<http://www.efdnitiative.org/news/archive/making-community-based-conservation-work-lesson-zimbabwe>



36. Lessons from CAMPFIRE were integrated into the Conservancies model of Namibia, which is implemented under the Integrated Rural Development and Nature Conservation (IRDNC) Trust. IRDNC is a field-based non-governmental organisation and registered trust, with three units – IRDNC Kunene, IRDNC Zambezi and IRDNC Agriculture. It evolved out of a pioneering partnership with community leaders in the early 1980s to end the massive commercial and subsistence poaching of black rhino, desert adapted elephant and other species, taking place in the north-west of Namibia at the time. The community game guard system whereby local people were appointed by their traditional leaders was initiated in 1983. At independence, the new Namibian Government embraced the community-based conservation model to democratise discriminatory aspects of the conservation legislation. An intensive consultation process by the Ministry of Environment and Tourism, with IRDNC and other partners, in five communal areas, gave communities who lived with wildlife the opportunity to have an input into a new policy. In 1996 communal area dwellers received the same legal rights as freehold farmers through conservancies. Thus, IRDNC's focus changed from implementing community-based projects to providing a technical, logistic and financial support structure for communities themselves to implement conservation and development. Under Conservancies, communities have an equal share of management responsibilities with government over wildlife, and share incomes with Wildlife Management Institutions. This strategy reduced wildlife poaching in Namibia significantly, and continues to be effective.
37. Funded by the UK Department for International Development (DFID), the Climate Resilient Infrastructure Development Facility (CRIDF) has also demonstrated that communities can be incorporated into the tourism value chain if the right conditions are put in place, especially if real data is used in decision-making and climate resilient development is promoted along with policies for cross-border collaboration in wildlife conservation and economic development. CRIDF operates on the basis that the local communities and the tourism industry would benefit if the tourism industry sources suitable agricultural products from suppliers within KAZA rather than importing them from South Africa or beyond the Southern African Development Community (SADC), as is often the case. It is promoting three key strategies to make this approach a success: identifying, developing and supporting suitable farming enterprises within the region; motivating tourism operators to buy local produce by reducing the risks involved in trading with community suppliers; and encouraging a regulatory environment that supports cross-border trade of produce farmed within the five member states, including KAZA itself. CRIDF also emphasizes the recognition of the link between economic development and the sustainable, equitable use of the regions' transboundary water resources as core to the region's economic development. The Facility therefore develops projects through designing and implementing infrastructure as well as enhancing the regions natural capital so that communities, policy makers and planners are better able to cope with climate extremes. Through the preparation of climate resilient water infrastructure, CRIDF facilitates: i) integration and trade expansion leading to sustained and shared economic growth; ii) collaboration to manage scarce transboundary resources, to ensure sustainable development, build climate resilience and also to tackle issues of peace, sovereignty and security; iii) co-operation for dealing cost effectively with common issues facing the region – such as climate change.
38. The proposed project strategy was approved at a meeting held with representatives of key stakeholders outlined in the Table 7 (Stakeholders and their roles in project implementation). These include: 1) Wildlife management and law enforcement agencies (Dept. of Wildlife and National Parks (DWNP)<sup>19</sup>. 2) Technical service providers (Department of Tourism, Botswana Tourism Organization, Land Boards, Local Authorities, Land Use Planning Unit, Dept. of Forestry and Range Resources (DFRR), Social and Community Development (S&CD), Dept. of Veterinary Services (DVS), Dept. of Animal Production, Crop Production, Department of Water affairs (DWA), Dept. of Environmental Affairs (DEA)). 3) Representatives of local communities and CSOs. The stakeholders approved the concept with a strong condition that it focuses on providing incentives for wildlife conservation, deemed to have been completely lost with the ban on hunting in 2014. Local institutions include Trusts (CBOs), Farmers' committees, Farmers' associations, Dikgosi

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<sup>19</sup> Beyond the DWNP, law enforcement agencies include Botswana Defence Forces, Botswana Police Forces, Judiciary, Botswana Prison Services, Directorate on Intelligence Services and Security (DISS), Botswana Unified Revenue Services (BURS).



(chieftainship), Village Development Committees (VDC) and Ghanzi and Kgalagadi District Councils, Botswana University of Agriculture and Natural Resources (BUAN) and Department of Agricultural Research (DAR).

## VI. Results and Partnerships

### i. Expected results (see Fig. 3)

39. The project is designed to manage the human-wildlife interface by increasing capacities to fight wildlife crimes, tackling competing land uses (by securing wildlife management areas as migratory corridors and address rangeland degradation to sustain the flow of ecosystem services), and providing incentives for community level conservation based on exploitation of natural resources and tourism (and not wildlife consumption). In the long-term (10-15 years), the project will deliver impacts in three key areas: i) populations of threatened wildlife in the Kalahari landscape and Botswana (lions, cheetahs, wild dogs and leopards) will stabilise, or increase (*baseline – 732 lions and cheetahs in the project area*); ii) In the Kgalagadi and Ghanzi landscape, wildlife migratory corridors will be secured so as to allow seasonal movements between the CKGR and the KTP; iii) SLM, climate smart agriculture and Holistic Range Management (HRM) principles will be used to enhance productivity of the communal lands and reduce pressure on the adjoining protected areas, increasing livelihood options and reducing HWC (Fig. 3).
40. These long-term impacts will be achieved by reducing threats to wildlife, the landscape and rangelands, shown as mid-term (5-10 year) impacts in the ToC; decreased poaching (*baseline – 6 big cats killed annually in the project area*), wildlife poisoning and illegal wildlife trade (IWT), reduced retaliatory killing of wildlife, reduced expansion of livestock production and settlements into critical WMAs, sustainable grazing and improved rangeland condition.
41. Reductions of threats to wildlife, landscape and rangelands will be achieved via achievements of the following objective outcomes (5-8 years):
  - i) Increased number of inspections/patrols, seizures, arrests and prosecution of IW traders, poachers and people who poison wildlife (by the end of the project percentage of prosecuted poachers and IW traders is expected to increase from 85% to 95%; convictions – from 11% to 85%);
  - ii) Decreased human wildlife conflicts (HWC) (at least 50% decrease in the annual number of HWCs is expected by the end of the project; baseline – 404 cases/year);
  - iii) 0.5 Million ha of the landscape (KDI, 2, 15 and GH 10 and 11) managed according to an Integrated Landscape Management Plan, securing wildlife migratory corridors. Baseline – 0 ha - (baseline and target to be verified in Yr 1);
  - iv) 50,000 ha of communal lands adjoining conservation areas managed under HRM/SLM/ climate smart agriculture (baselines confirmed in Year 1);
  - v) Increased benefits for local communities from non-wildlife consumption based income generating ventures (500 more local people (50% are women) will experience at least 25% increase in benefits from new supply chains by the end of the project).
42. To deliver the three objective outcomes, the project will deliver 4 project outcomes:
43. **Outcome I** - Increased national and district (Kgalagadi and Ghanzi) capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade), as indicated by the following:
  - Capacity of wildlife management institutions and law enforcement agencies to tackle IWT increased from 28% to 50 % (UNDP Capacity Scorecard);
  - At least 75% improvement in capacity scores of the National Veterinary Laboratory to undertake wildlife forensics; and
  - At least 50% decrease in the poaching rate for big cats in the Kgalagadi and Ghanzi landscapes. Baseline – 6 big cats are killed annually.

44. **Outcome 2** – Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce Human-Wildlife Conflicts, securing livelihoods and biodiversity in the Kalahari landscape, as indicated by the following:

- 4 new value chains are implemented by local communities for sustainable harvesting of veldt products to generate additional income; and
- At least 3 new tourism ventures operational, owned (in full or in partnership) with communities.

45. **Outcome 3** - Integrated landscape planning in the conservation areas and SLM practices in communal lands secure wildlife migratory corridors and increased productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem, as indicated by the following:

- Area managed as wildlife migratory corridors (in WMAs) increase from 0 to at least 500,000 ha. Baseline – 0 ha, target to be verified during year 1);
- 100,000 ha of communal lands around Protected Areas put under improved community rangeland management, improved pastoral production practices and climate-smart agriculture.
- At least 40% increase in agriculture productivity of 3 selected crops for farmers adopting climate smart agriculture (in communal areas);
- At least 10% reduction in areas covered by bush encroachment in hotspot areas (baseline 5,000 ha – to be verified in Yr1);
- DLUPU (District Land Use Planning Unit) is functional with representation of key stakeholders and national funding; and
- Capacity score of NRM institutions (in particularly DWNP, DFRR and DEA) increased from 30% to 50% (UNDP Capacity Scorecard).

46. **Outcome 4** - Gender mainstreaming, lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of upscaling.

- At least 5 project lessons are shared with other conservation projects and programmes (e.g. through the global platforms facilitated by the Global Wildlife Program); and
- Lessons, including on gender mainstreaming and M&E, are fully integrated into the SLM Financing Strategy by end of project.

47. To ensure achievement of above Outcomes the project will deliver the following key Outputs (project products and services) under 4 project Components (Fig. 3):

<b>Component 1:</b> Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels
<b>Outcome 1:</b> Increased national capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)
Key outputs of outcome 1
Output 1.1: National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started; Output 1.2: District level wildlife management and law enforcement agencies provided with capacity to implement provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts (support to COBRA and clean-up campaigns).;

48. *Output 1.1. National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed, discussed with stakeholders and approved for implementation* - The project will facilitate dialogue and build collaboration and cooperation amongst wildlife management and law enforcement agencies, including enhanced intelligence sharing. The goal of this is to establish an integrated institutional set up for finalisation and implementation of the National Law Enforcement and Anti-Poaching Strategy, which has been in draft form since 2013. Currently there are several state security agencies operating in the anti-poaching space, but there remains no coordinated strategy for collaboration, sharing of intelligence and joint operations. This output will facilitate increased cooperation and ensure that these multiple efforts become more effective in tackling poaching and wildlife crime. The institutions involved include the Department of Wildlife and National Parks (DWNP), Botswana Police Service (BPS), Botswana Defence Force (BDF), Directorate of Intelligence and Safety and Security (DISS), Botswana Prison Services (BPS), Directorate of Corruption Economic Crime (DCEC), Botswana Unified Revenue Services (BURS) and other statutory agencies as may be required to achieve set targets. The protocol will create the much-needed institutional framework and must go through all approval levels to obligate all agencies to abide by it. The strategy will amongst other things establish appropriate structures at all levels, as well as address issues relating to command and control in these structures, including joint operations, through the establishment of a Joint Operations Centre (JOC). It will further create space for civil society and communities to join the fight against wildlife crime.
49. To support implementation of the National Anti-Poaching Strategy, the project will improve nationwide intelligence gathering by all relevant law enforcement agencies. It will therefore support the establishment of six District Intelligence Diffusion Centres (IDCs) to support and feed into the Joint Operations Centre. These will be in Maun, Francistown, Kasane, Ghanzi, Kgalagadi and an adhoc location. These district structures will facilitate effective collaboration and cooperation at operations level. The project will negotiate provision of premises and secondment of staff by each of the Districts for the IDC and then provide resources to operationalize the IDCs including office equipment, vehicles and technologies. The project will also actively seek collaboration with neighbouring countries and formulate at least 2 cooperative agreements with Namibia and South Africa for collaborative wildlife crime and illegal trade prevention.
50. The project will also provide specific training for specific units of the law enforcement and wildlife management institutions. It will therefore undertake a training needs assessment and formulate training modules for the Fauna and Flora Division of the Botswana Police Service (BPS), the Law Enforcement Division of the Department of Wildlife and National Parks (DWNP) and the Directorate of Public Prosecutions (DPP) to investigate arrest and prosecute wildlife crimes. Training will cover evidence handling, forensics and case management to ensure that investigations and arrests lead to successful prosecutions and convictions. The project will provide support to the judiciary to identify the challenges to quick handling of cases related to wildlife crime by the courts and design a program to speed up the processes, including identifying and implementing sustainability measures. This will include the improvement of the National Veterinary Laboratory to utilize wildlife forensic science in the fight against wildlife crimes. The project will therefore provide hardware, software and training to undertake wildlife forensic sciences, following a comprehensive assessment of capacity and technology (including forensic equipment) needs of the law enforcement agencies currently tasked with this responsibility. The project will facilitate review of policies and legislation that need to change to legalize collaboration of the law enforcement forces. This will include amendment of appropriate legal instruments so that wildlife crime is classified as a serious crime so that penalties have a mandatory minimum sentence in order to reduce the wide discretion of judiciary officers.
51. Finally, under this output, the project will increase the frequency, coverage and effectiveness of the COBRA<sup>20</sup> and clean-up<sup>21</sup> campaigns coordinated by the Department of Wildlife and National Parks

<sup>20</sup> The COBRA operation is also an inter-agency enforcement initiative that focuses on wildlife crime. It brings together all law enforcement agencies at district and national level as well as regional level.

<sup>21</sup> The Clean-up campaign is a planned inter-agency enforcement initiative comprising all uniformed law enforcement agencies as well as BURS, Immigration, Environmental health and the Department of Labor. The initiative is not specific to wildlife crime, but is relevant and reasonably effective in terms of both deterring and apprehending those that continue to engage in trafficking of wildlife and their products.

and the Botswana Police Service respectively. Facilitation through the project will increase the number of agencies participating in the clean-up campaign, and expand the number of COBRA events from one per year to at least three per year, at varying timings to avoid predictability.

52. *Output 1.2: District level wildlife management and law enforcement agencies provided with capacity to implement provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts.* Under this output, the project will enhance district-level players to support national level implementation of the national strategy as well as to implement its provisions in the Kalahari landscape. Under this output, the project will facilitate the Anti-poaching Unit of DWNP to establish four additional Forward Operating Bases (FOBs) in wildlife crime hotspots – two in Kgalagadi district and two in Ghanzi District. It will also increase resources, equipment and technologies to enable the patrol units to intensify covert and overt operations. The patrol units, consisting of joint forces normally undertake weekly patrols in Kgalagadi District (but none currently in Ghanzi) at which they undertake various measures such as stop and search, inspections, temporary vehicle checkpoints, search patrols, listening posts as well as hot pursuit when necessary. The project will ensure that each FOB is manned by at least 12 people and increase the number of vehicles available to the existing FOB units from the current ratio of 9 staff members to one vehicle, to 4 staff members to one vehicle. The project will also support the patrol units with general operational equipment such as camping equipment, communication gadgets, dry rations for customized foot patrols amongst others. The project will also support the DWNP to set up additional permanent or semi-permanent operations such as roadblocks at strategic locations to deter would-be poachers. This will complement the current roadblocks at the gate at Kuke Veterinary Cordon fence and sporadic vehicle checkpoint close to the Lonetree Anti-Poaching Camp.
53. Under this output, the project will also capacitate the Narcotics, Fauna and Flora unit of the Botswana Police Services, and the DWNP staff who support the unit. This unit is responsible for investigating and securing prosecution for crimes of Narcotics, Fauna and Flora. The project will provide the unit with personnel, focused and customized training on wildlife investigations as well as associated resources such as vehicles and camping equipment, required for effective performance. It will then link them to the National Forensics Laboratory (capacitated under output 2.1) to increase the use of forensic science to support combating wildlife crimes in the two districts.

<b>Component 2:</b> Incentives and systems for community benefits and participation in combating wildlife crimes
<b>Outcome 2.</b> Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape
Key outputs of Outcome 2
2.1: At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities; and 2.2: Strategies for communities, CSOs and academia to collaborate with law enforcement agencies are established and applied to reduce HWC and increase local level participation in combatting wildlife crimes in the two districts.

54. All local communities in the Kgalagadi and Ghanzi drylands are aware of issues relating to wildlife crime, its prevention and enforcement, and demonstrate considerable hostility towards these policies, emanating from this awareness. These communities view the policies and laws governing the use of wild animals to be too pro-wildlife, taking away benefits from people. The major barrier is the fact that they do not see the value of wild animals to them as people living with these animals.
55. *Output 2.1. At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities.* This output will support the identification of income-generation opportunities through the sustainable utilisation (from harvesting, processing, marketing and sales) of locally-available natural resource products, including timber and non-timber forest products, small-stock (e.g. Angora goats for mohair) and identification of opportunities for

setting up ecotourism initiatives. This output will therefore support value chain analysis and economic/financial feasibility studies to determine the viability of the different value chains and support their development as appropriate. The process will involve support to a participatory supply chain diagnosis, planning and implementation to analyse the constraints and opportunities in the development of local supply to an off-taker, using an approach proposed by the African Agribusiness Supplier Development Programme (AASDP), developed by UNDP. The process identifies the specific steps that need to be in place to support producers and resource user groups. The project will focus on commodities that are currently being produced/exploited, with a view to improving the benefits to these groups and ensuring that both supply and demand sides of the supply chain are improved. It will also target products that can be easily exploited, e.g. products from clearing Prosopis trees and development of ecotourism, including setting up a community game farm. As outlined in the AASDP Toolkit, the phases involved in value chain supplier development include:

- Supply Chain Diagnostics – The objective of this stage is to assess the supply chain of each identified focal commodity and look at the constraints along the supply chain and identifying barriers for the smallholder producers of the commodity from engaging in commercial activities and supplying to the off-takers.
- Supply Chain Development Planning – following the diagnosis, strategies will be developed and made into practical supply chain implementation plans, backed by partnership agreements between stakeholders.
- Supply Chain Development Implementation – an important aspect of this is the selection of strategies and business models that will empower small scale suppliers in the supply chain, including the following:
  - Upgrading as a chain actor: the producers become specialists with a clear market orientation;
  - Adding value through vertical integration: the producers move into joint processing and marketing in order to add value;
  - Developing chain partnerships: the producers build long-term alliances with buyers that are centered on shared interests and mutual growth; and
  - Developing ownership over the chain: the producers try to build direct linkages with consumer markets

56. Through support under this output, the producers, will be empowered and capacitated to sustain the new value addition activities and partnerships beyond the life of the project. The sustainability of the supply chain will depend on continued support from other stakeholders, such as the relevant government institutions (Department of Tourism, Botswana Tourism Organisation) and other support structures to get all stakeholders in the value chain, especially small-scale producers, to a point where they can independently sustain the partnerships. To implement the work on support to the development/improvement of value chains, the project will draw on the in-house experience and technical expertise of the AFIM Private Sector Development Team, based in Addis Ababa, at the UNDP Regional Service Centre for Africa.

57. *Output 2.2. Strategies for communities, CSOs and academia to collaborate with law enforcement agencies in the two districts are established and applied to reduce HWC and increase local level participation in combatting wildlife crimes.* The participation of a broad spectrum of stakeholders to assist government agencies in combating wildlife crime and communities to tackle HWC are critical in the two districts, given the vastness of the landscape, and the high levels of HWC. Traditionally, local communities in the Kgalagadi and Gantsi districts have been less than cooperative towards wildlife officers and law enforcement agencies involved in combating wildlife crime. Under this output, the project will facilitate community participation in monitoring, policing and enforcement against wildlife crime by providing systems and incentives for engagement. The project will design and implement an awareness raising strategy to inform the communities, CSOs and academia of the importance and the benefits of their involvement/engagement in supporting authorities in combating wildlife crimes, in an effort to re-orient thinking about the role of communities in tackling wildlife crime.

58. The project will then facilitate one of the CSOs or an academic institution (to be decided during year 1) to set up and operationalize a local level a multi stakeholder forum on biodiversity

management and conservation, as a basis for buy-in from local level stakeholders. This forum will serve as a local level institution that will, in particular provide checks and balances to the departments responsible for managing wildlife and enforcing laws and regulations against wildlife crimes. It is widely suspected that government employees in the districts provide a thriving underground market for proceeds from illegal hunting, especially game meat, and that in some cases this segment of the community participates in illegal hunting themselves using government resources. If this is not checked, communities and others will not willingly change their negative attitudes towards policies protecting wildlife and biodiversity, or be willing to participate in a program to assist the same institutions to combat wildlife crimes. The project will support this forum to establish systems for local level monitoring of wildlife crimes, including setting up community rangers and equipping them to play the role of monitoring wildlife crimes effectively, and setting up hotlines for reporting wildlife crimes securely without the possibility of identification and retribution.

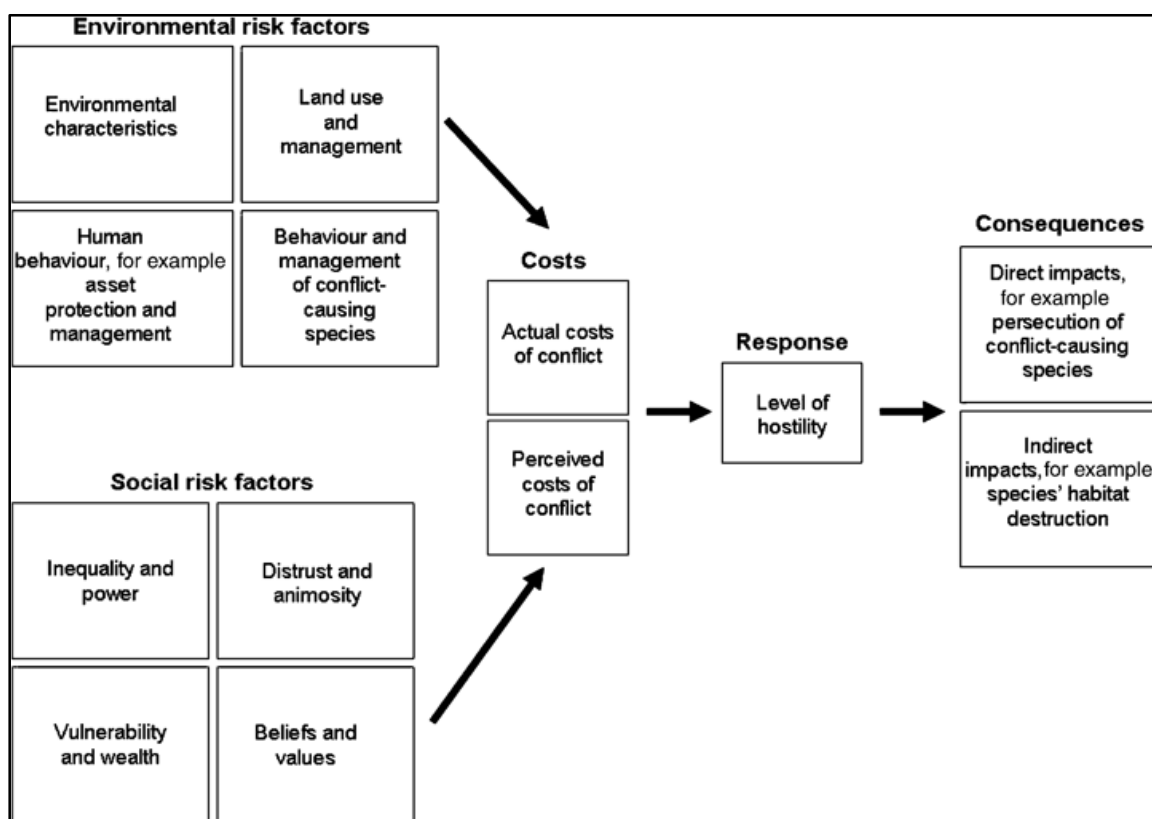
59. The output will also support the implementation of strategies to reduce HWC. Under the old model of CBNRM, communities had a direct interest in protecting wildlife, as the benefits of conservation were clear and direct. Since the ban on hunting in 2014, consumptive use of wildlife is no longer part of the CBNRM package, and the relationship between land users and wildlife is a largely confrontational one, characterised by HWC and wildlife crime. This output will facilitate communities to implement locally relevant strategies for reducing Human-Wildlife Conflict (HWC) in conservation areas as well as in communal lands surrounding conservation areas. The strategies will be informed by research findings on the complexities of HWC, especially the underlying factors that drive responses to depredation incidents. This will follow the model developed by Dickman<sup>22</sup>, which postulates that tackling HWC effectively requires understanding of not only the technical aspects of conflict reduction, but the underlying social factors which range from cultural beliefs and religious affiliations to human–human conflicts, such as between authorities and local people, or between people of different cultural backgrounds (Fig 4).

*Figure 4: Complexities of conflict: the importance of considering social factors for effectively resolving human–wildlife conflict<sup>23</sup>*

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<sup>22</sup> Amy J. Dickman, 2010: Complexities of conflict: the importance of considering social factors for effectively resolving human–wildlife conflict: *Animal Conservation*: Volume 13, Issue 5; October 2010. Pages 458–466

<sup>23</sup> Source - Amy J. Dickman, 2010: Complexities of conflict: the importance of considering social factors for effectively resolving human–wildlife conflict: *Animal Conservation*: Volume 13, Issue 5; October 2010. Pages 458–466



60. Research from other institutions will also inform the strategies, especially predator and wildlife behavioural science, such as that conducted by NGO and institutions of higher learning in Botswana, Botswana Predator Conservation Trust (BPCT) Bio-boundaries program and the Cheetah Conservation Botswana (CCB) on the I-Cow program. The project will implement relevant strategies derived from examples in Table 6 below, in line with government policies and laws.

Table 6: Examples technical measures used to mitigate human-wildlife conflict<sup>24</sup>

Conflict mitigation approach	Techniques	Examples
Physical separation of conflicting species and resources	Fencing/enclosing resource	Livestock enclosures; placing fences, electric fences, trenches, fladry, trenches, netting or other defence structures around resource
	Repellents/deterrents and scaring devices	Visual repellents, acoustic repellents, chemical repellents (including odour and taste repellents), rubber bullets or other projectile deterrents, radio-activated guard boxes
	Fencing protected areas	Electric fencing or other fencing around boundaries of protected area
Guarding assets	Guarding and warning animals	Specialized livestock guarding dogs, other guardian animals such as donkeys, local dogs to warn of predator presence
	Human guardians	Human guarding of resources, for example staying in crop fields to scare away herbivores, herders going out with stock or staying in/around enclosures to protect from carnivores
	Physical devices on livestock	Protection collars, king collars, cyanide collars

<sup>24</sup> Source - Amy J. Dickman, 2010: Complexities of conflict: the importance of considering social factors for effectively resolving human-wildlife conflict: Animal Conservation: Volume 13, Issue 5; October 2010. Pages 458-466

Habitat use and modification	Habitat manipulation to reduce conflicts	Burning vegetation to reduce cover for wild animals
	Habitat zoning	Demarcate habitat into different land use zones to prioritize human or wildlife use
Behavior modification of conflict-causing species	Physical aversion	Electric collars on conflict-causing animals to avert them from approaching resource
	Conditioned taste aversion	Lithium chloride and other chemicals applied to resource, to cause discomfort and aversion after consumption
Behavior modification of humans responsible for resource	Livestock management	Synchronizing breeding, more conscientious herding, guarding, enclosing stock, carcass disposal and avoidance of conflict hotspots
	Relocation of people	Local people encouraged or made to move out of wildlife areas
	Education and awareness	Reducing own risk factors, e.g. reducing driving speed to avert deer-vehicle conditions, increasing knowledge of the ecology of conflict-causing species and the best techniques for reducing conflict, use of conflict verification teams to help people correctly identify species causing conflict
Use of buffer resources	Buffer crops	Planting of buffer crops to reduce consumption of important resources
	Artificial provision of alternative food sources	Diversionsary feeding for conflict-causing species
	Maintenance of alternative food sources	Maintenance of wild prey for carnivores, maintenance of wild crops for herbivores to avoid consumption of human resources
Lethal control of conflict-causing species	Population control	Widespread killing of conflict-causing species to avoid conflict, selective culling to limit population growth
	Problem animal control	Targeted lethal control of 'problem animals'
Non-lethal control of conflict-causing species Reducing costs of conflict	Sterilization	Contraception, physical sterilization of conflict-causing animals
	Removal of problem animals	Translocation, relocation, placement of wild conflict-causing animals into captivity
Reducing costs of conflict	Alleviating economic costs of conflict	Compensation schemes for wildlife losses, insurance cover for resources
	Economic incentives to maintain conflict-causing species	Direct payments for conservation of conflict-causing species
	Alternative income generation (Output 2.1)	Diversifying income sources away from pure dependence upon resource under competition
	Increasing benefits of wildlife (Output 2.1)	Increasing economic benefits of wildlife, e.g. through tourism, revenue-sharing schemes or wildlife-related employment, and/or increasing lifestyle benefits, e.g. providing recreation opportunities through activities such as wildlife viewing or hunting, or provision of meat from wildlife hunting

**Component 3:** Integrated landscape planning in conservation areas and SLM practices in communal lands

**Project Outcome 3:** Integrated landscape planning in the conservation areas and SLM practices in communal lands secure wildlife migratory corridors and increased productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem

Key Outputs of Outcome 3



Output 3.1: Approximately 500,000<sup>25</sup> ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11);

Output 3.2: Approximately 100,000 ha of community lands around the Protected Areas (east of KD1 and east of KD15/Bokspits) put under improved community rangeland management and pastoral production practices (such as Holistic Range Management, bush clearance, rehabilitation of degraded pastures, climate smart agriculture and community based fire management). This integrates SLM into livelihood activities and reduces threats to wildlife from the productive landscape outside the PAs.

Output 3.3: Capacity of NRM support institutions and communities to sustain project initiatives on integrated landscape planning, WMA management as wildlife conservation corridors and mainstreaming of SLM into communal areas developed;

61. *Output 3.1: Approximately 500,000<sup>26</sup> ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11).* Under this output, the project will facilitate development of one overall integrated Landscape management plan for the areas within and connecting WMAs covering about 0.5 million hectares<sup>27</sup>. Development of the ILMP will be through a participatory process to promote ownership by all stakeholders responsible for its implementation, including communities and Land Boards. The project will support the development of tools and knowledge products that are necessary to inform integrated land use planning such as economic valuation of ecosystems, Cost-Benefit Analysis (CBA) and Targeted Scenario Analysis (TSA)<sup>28</sup> to inform decision-making and options for Sustainable Ecosystem Management. The plan will revise the Wildlife Management Areas linking KD1/KD2 and GH11, in line with the recent Cabinet Approval<sup>29</sup>. Communities will be supported to obtain formal gazettelement of the WMA to link up KTP with the CKGR with a goal of securing habitat for wildlife populations that migrate between the two PAs and use the Schwelle as wet season calving areas. The project will then support communities to develop/revise and implement WMA management plans to ensure that utilization of the 500,000 ha is in line with conservation requirements.
62. *Output 3.2: Approximately 100,000 ha of community lands around the Protected Areas (east of KD1 and east of KD15/Bokspits) put under improved community rangeland management, improved pastoral production and climate smart agriculture.* Under this output, the project will seek to improve productivity of the communal lands/rangelands outside the protected areas, reducing pressure on the conservation areas from the broader landscapes. The key goal is to promote efficient use of land, soil, water, and vegetation in existing agro-ecosystems as essential for intensifying production of food crops and livestock. Under the output, the project will facilitate rangelands rehabilitation, including bush control and rehabilitation of degraded pasture to address the degradation caused by widespread invasion of *Prosopis* and *Cenchrus biflorus* and *Acacia mellifera*. Bush clearance will be linked to income generating activities (in conjunction with outcome 2), to ensure that rehabilitation of the landscape increases continued flow of ecosystem goods and services simultaneously with promotion of livelihoods.
63. Since livestock production is a major livelihood activity and strategy in the project site, significant focus and support will be provided to implement rangeland management and sustainable pastoralism, regulation of livestock grazing pressure through sustainable intensification and rotational grazing

<sup>25</sup> This number represents a part of the total area of KD1 and KD2 WMAs. It is not clear what the exact size of these areas is, but previous size of KD1 was estimated 1,222,500 hectares. Cabinet recently approved WMA boundaries, so the original boundaries may have been revised downwards. Exact size of the WMAs will be confirmed during Year 1 of the project. This information is currently not publicly available.

<sup>26</sup> This number represents a part of the total area of KD1 and KD2 WMAs. It is not clear what the exact size of these areas is, but previous size of KD1 was estimated 1,222,500 hectares. Cabinet recently approved WMA boundaries, so the original boundaries may have been revised downwards. Exact size of the WMAs will be confirmed during Year 1 of the project. This information is currently not publicly available.

<sup>27</sup> The Kalahari landscape covers about 22.3 million hectares. Although 0.5 million hectares is quite large, it constitutes only 2% of the landscape.

<sup>28</sup> See [http://www.undp.org/content/undp/en/home/librarypage/environment-energy/environmental\\_finance/targeted-scenario-analysis.html](http://www.undp.org/content/undp/en/home/librarypage/environment-energy/environmental_finance/targeted-scenario-analysis.html)

<sup>29</sup> The Cabinet Paper accompanying the approval is not yet available but should be available by inception workshop.

systems, increasing diversity of animal and grass species, and managing fire disturbance. In addition, the project will facilitate formulation and implementation of community based fire management strategies for several villages where bush fires are common (determined during Year 1). To support implementation of the fire strategies, capacity of communities to access funds from existing funds such as the National Environment Fund for landscape rehabilitation and conservation works (such as Ipelegeng) will be boosted.

64. To increase agricultural productivity and general resilience, the project will also facilitate the communities to formulate climate change adaptation strategies using Community Based Resilience Assessment (CoBRA). The strategy will identify climate smart agricultural practices relevant for the dry conditions of the landscape. In recognition of the role of climate change in increasing vulnerability, this output will also support the development of adaptation strategies relevant to the local dryland ecosystem and build the capacity of local communities to identify stressors from the environment/landscape and employ strategies to manage vulnerability and enhance their own resilience. This will contribute to building community resilience and reducing pressure on the conservation areas from the broader landscape.
65. *Output 3.3: Capacity of NRM support institutions and communities to sustain project initiatives on integrated landscape planning, WMA management as wildlife conservation corridors and mainstreaming of SLM into communal areas developed.* Current sectoral approaches to managing natural resources has long been proven to be ineffective and inefficient in addressing resource and land degradation. An integrated and landscape management approach is recognised to be part of the solution, but skills and technical capacities to operationalise and institutionalise integrated NRM are lacking. Through this output, the project will support institutional and individual capacity assessments, including self-assessments, among the institutions involved in NRM and support design and implementation of training and capacity building programs and delivery of appropriate skills for integrated planning, management, monitoring, evaluation and reporting. The goal is to build capacity for increased cooperation and collaboration among land users and managers and increase the effectiveness of the strategies being used to address land and ecosystem degradation, reduce competition and conflicts arising from different land uses, and enhance the multiple benefits of integrated NRM.
66. Under this output, the project will also support the District Land Use Planning Unit (DLUPU) to expand its current SLM/NRM coordination mechanism to become more inclusive, adding stakeholders from civil society, community groups and academia. Current institutional structures for land use planning and management are not fully inclusive and exclude other relevant stakeholders that could inform a more integrated approach to land use planning and NRM. Through this output, the project will support the establishment of a more open and inclusive platform for dialogue and planning, building on the existing structures and processes. The capacity of the District Land Use Planning Unit (DLUPU) to coordinate and facilitate collaborative adaptive management will be enhanced and the relevant resources provided to the structure. Key in this process will be support to the design of the SLM Financing Strategy, which will support the quantification of financial and other resource needed for integrated planning. Support will also be provided to formulate a strategy for funding and resource mobilisation to operationalise the coordination mechanism and implement the SLM Financing Strategy.
67. Finally, under the output, the project will provide communities in twenty villages with skills (training) to integrate SLM into livelihood activities (as described in output 2.2) including piloting improved community rangeland management and pastoral production practices (such as Holistic Range Management) and climate smart agriculture. The project will design and implement training programs, based on a training needs assessment.

<b>Component 4:</b> Gender mainstreaming, Knowledge Management and M&E
<b>Outcome 4:</b> Gender Mainstreaming, Lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of upscaling.
Key outputs from Outcome 4

4.1: Gender strategy developed and used to guide project implementation, monitoring and reporting;  
 4.2: Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons; and  
 4.3: Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes

68. *Output 4.1. Gender strategy developed and used to guide project implementation, monitoring and reporting* – Through this output, a comprehensive gender strategy will be developed, based on a gender analysis/study to understand the differentiated impacts of natural resource management, access and control protocols and processes on women, men and youth. Based on the strategy, the project will ensure that decisions made, and interventions proposed for implementation, take into account the potential impacts and outcomes for different groups within society, and in particular men, women and youth.
69. *Output 4.2. Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons* – In line with the principles of Integrated NRM and ILM, the project will promote a participatory approach to monitoring, evaluation and learning. It will therefore support the development of monitoring and evaluation protocols that involve all relevant stakeholders, including local institutions such as CBOs, land users and communities at large. It will establish multiple platforms for sharing experience, knowledge and skills among the project beneficiaries (i.e. communities) as well as within the institutions tasked with management of resources in the landscape.
70. *Output 4.3. Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes.* Through this output, the project will ensure a systematic and thorough documentation and collation of lessons learnt from the implementation of the project. Lessons will be shared with other stakeholders beyond the project, including at the national level, with policy-makers, and at the regional and global levels with other similar projects/programs, including those participating in the Global Wildlife Program. The project will develop knowledge products and conduct analysis of specific project results and share these at local, regional and global workshops and conferences, and through other fora and platforms.
71. A full list of proposed activities to support these outcomes and output is given in Annex I - Multi-Year Workplan.

*ii. Partnerships*

72. To enhance efficiencies and effectiveness, project design has been informed by lessons being generated by the projects and programs outlined in the table below. Active collaboration will be pursued during implementation; ranging from building on lessons to leveraging funding to provision of technical advice, depending on the nature of the partner projects and programs. This list of baseline projects and programs will be expanded during the inception period, along with formalizing the mode of collaboration – such as memoranda of understanding, etc., and continue to be updated throughout the project implementation period.

*Table 7: Baseline projects and programs which informed the design of the proposed project and which it will collaborate with during implementation.*

Programs, and Initiatives	Expected collaboration	Assumptions and expected results
Southern African Development Community (SADC) Law Enforcement and Anti-Poaching (LEAP) Strategy - 2016-2021	Finalized in 2015, the SADC-LEAP strategy aims to develop and adopt a comprehensive regional anti-poaching strategy that will harmonize legal instruments governing wildlife use in the region, provide a framework for country, regional, and global cooperation on IWT and facilitate exchange of information within and between member states. The strategy encourages member states to work with UNODC and ICCWC.	That the strategy gets funding and actually gets implemented. Previous regional level strategies have struggled with implementation. For example, the SADC Protocol on Wildlife

	<p>The eventual success (and sustainability of impacts) of the proposed Botswana project will depend heavily on a stronger regional level coordination and collaboration in tackling IWT. The proposed project will therefore be coordinated closely with this regional initiative – especially to contribute to components 2 and 4 of the Global Wildlife Program (Tackling IWT and Reducing Demand for Wildlife Products).</p>	<p>Conservation and Law Enforcement has been in existence since 1999 after 14 members signed it.</p>
<p>Kgalagadi Transfrontier Park Integrated Development Plan (KTP IDP); GoB – on-going</p>	<p>The Kgalagadi Transfrontier Park Integrated Development Plan will guide strategic management and development, especially to align the management and development of the KTP with the ‘Critical Path’ envisioned for Transfrontier Conservation Area (TFCA) development in SADC. It will provide the Strategic Guidelines, Strategic Business Plan and Concept Development Plan (CDP).</p> <p>The proposed project will collaborate with the IDP planning process for two key outcomes: i) to align project activities to the IDP, and its ensuing frameworks, especially the Tourism Development Plan: ii) to ensure that wildlife corridors are incorporated into the IDP. The development of IDP is led by DWNP, making it easy to collaborate.</p>	<p>It is assumed that political will exists, or can be built, to use information from economic valuations to determine appropriate land uses, and to use policies and subsidies as incentives to balance land use types that optimize ecological, economic and social outcomes.</p> <p>Increased returns from CBNRM and value chains will contribute to overcoming the current animosity towards wildlife and community perception that the government is prioritizing wildlife conservation and beef industry over their livelihood needs.</p>
<p>Kgalagadi Communal Area Management Plans (KCAMP 2005-2020) - GoB</p>	<p>Although the Kgalagadi Communal Areas Management Plan (KCAMP) was completed in 2005, it has not been gazetted due to delays in amendments that needed to be done before adoption. The document is now out of date, especially since CBNRM now excludes hunting.</p> <p>The District Land Use Planning Unit (DLUPU) facilitated the communities prepare the KCAMP. The proposed project will empower the DLUPU to build on these existing Communal Areas Management Plans and facilitate gazettelement.</p>	<p>Increased returns from CBNRM and value chains will contribute to overcoming the current animosity towards wildlife and community perception that the government is prioritizing wildlife conservation and beef industry over their livelihood needs.</p>
<p>Mainstreaming SLM in rangeland areas of Ngamiland district landscapes for improved livelihoods (UNDP GEF Project – 2013 – 2017)</p>	<p>The Ngamiland project seeks to address three issues similar to the proposed project. To catalyse effective range management in Ngamiland in order to improve range conditions and the flow of ecosystem services in support of livelihoods; to introduce effective resource governance frameworks for coordination of NRM across a broad range of stakeholders and to use markets for beef as incentives for livestock off-take and compliance with SLM. The project is in the fourth year of implementation, thus it has generated lessons that will be useful for the proposed project. In particular, lessons on what works well regarding coordination across stakeholders and institutions and utilisation of invasive species in commercial enterprises.</p> <p>The Ngamiland project is executed by some of the institutions that will be involved in the proposed project, improving the prospects of sharing of lessons. These are Department of Forestry and Range Resources under the Ministry of Environment, Natural Resources Conservation and Tourism, supported by the Department of Animal Production under the Ministry of Agriculture. Stakeholders from the Ngamiland project will be invited to the inception workshop. The knowledge management strategy will also be used to systematize learning lessons from this project. Exchange visits will be utilized to enable community groups to exchange experiences and lessons.</p>	<p>It is assumed that the project has made a break through especially with the use of prosopis commercially and application of holistic rangeland management and has generated credible lessons worth sharing. The culture of the inhabitants of Ngamiland is slightly different from those of the Kalahari basin. It is therefore assumed that cultural differences would not be a hindrance to applying lessons from Ngamiland to the Kalahari, where relevant.</p>
<p>Using SLM to improve the integrity of the Makgadikgadi ecosystem and to secure the livelihoods of rangeland dependent</p>	<p>Led by Birdlife Botswana, this MSP aims to support the implementation of the Makgadikgadi Management Plan via two components similar to the proposed project: Effective range management improves range condition &amp; flow of ecosystem services to support livelihoods; and Empowered local institutions mainstream SLM in rangeland areas of Makgadikgadi. The project is supporting formulation and implementation of local land use plans,</p>	<p>It is assumed that the project has made a breakthrough with climate smart agriculture and generate best practices for stakeholder coordination mechanism.</p>

<p>communities ('SLM Makgadikgadi' project); UNDP-GEF Project 2014 – 2017)</p>	<p>adoption of climate smart agriculture, tackling wildlife poisoning, and building stakeholder coordination mechanisms to promote participation of a broad spectrum of stakeholders to participate in the implementation of the Makgadikgadi Management Plan.</p> <p>Lessons generated especially from the implementation of climate smart agriculture practices and tackling wildlife poisoning, and best practices with stakeholder coordination mechanisms will be applied to inform refined project planning during the inception period. Department of Forestry and Range Resources and the Department of Environmental Affairs are supporting the Makgadikgadi project, improving prospects of sharing lessons.</p> <p>Exchange visits will be utilized to enable community groups to exchange experiences and lessons.</p>	
<p>Botswana Predator Conservation Trust (BPCT) – and Bio-boundaries program: on-going</p>	<p>The Botswana Predator Conservation Trust (BPCT) is undertaking research on ecology and behavioral sciences of wild-dogs and other predators in the Okavango Delta region of Botswana. This research is geared towards reducing the movement of predators into livestock rearing areas, therefore reducing the number of interactions between wildlife (predators) and livestock.</p> <p>The project will collaborate with BPCT to build on the knowledge and experiences they have generated towards reducing human wildlife conflicts.</p>	<p>Strategies that reduce exposure of livestock to predators without compromising the necessary nighttime grazing can be found.</p>
<p>Cheetah Conservation Botswana (CCB) – the I-Cow program: on-going</p>	<p>The Cheetah Conservation Botswana (NGO) is undertaking research on ecology and behavioral sciences of cheetahs and other predators on farmlands/cattle ranches in Ghanzi district. They are also piloting the use of various different methods, including fences, night kraaling and improved herding of livestock to reduce depredation.</p> <p>The project will collaborate with CCB to build on the knowledge and experiences they have generated towards reducing human wildlife conflicts.</p>	
<p>Botswana Tourism Organization (BTO)</p>	<p>Botswana Tourism Organization (BTO) has the mandate for developing Botswana's tourism potential to the full. BTO is expected to contribute to diversification of the economy and to help distribute the benefits more equitably by involving active participation of the local and international communities in the tourism industry.</p> <p>BTO will be key in pursuing establishment of tourism ventures that involve, rather than bypass local communities.</p>	<p>CKGR and KTP have lower wildlife densities than Chobe and Okavango. Together with the lower levels of infrastructure development and low human population densities, this has made Kalahari tourism development difficult. It is assumed that the Botswana Tourism Organization and this project will find ways to address some of these difficulties.</p>
<p>Department of Wildlife and National Parks' MOMS: The Management Oriented Monitoring System (MOMS) – on-going.</p>	<p>Developed by DWNP, the Management Oriented Monitoring System (MOMS) is used to monitor, record, report and archive management activities in Protected Areas (PAs), as well as Wildlife Management Areas (WMAs). Although it provides an effective means of collecting and collating information in a simple and systematic manner, MOMS data does not record information about poaching, rangeland conditions and land productivity. Information collected has not been used for adaptive management.</p>	<p>MOMS is a widely accepted tool in many parts of Botswana and championed by the institutions that are involved in this project, so it is assumed that rolling it out to other parts of the</p>

	The proposed project will build on this tool, which is widely accepted within DWNP (and MENT), CBOs and NGOs in some of the WMAs to address those shortages. Community Based Fire Management will build on the fire management initiatives developed by DFRR and seek to reduce the severity and extent of veld fires in Kgalagadi and Ghanzi Districts.	environment sector will not be a challenge.
LUCIS - Land Use Conflict Identification System	LUCIS has been used to good effect in the Okavango Panhandle by the Seronga sub-Land Board and currently being tried and tested in the Makgadikgadi area through the GEF-financed project on Using SLM to improve the integrity of the Makgadikgadi ecosystem and to secure the livelihoods of rangeland dependent communities. A LUCIS will be developed with the Kgalagadi sub-Land boards in order to reduce land use conflicts in the District and ensure that key wildlife corridors and refuge areas remain open to wildlife.	It is assumed that the lessons will be applicable and acceptable.
Southern African Science Service Centre for Climate Change and Adaptive Land Use (SASSCAL) – University of Botswana – on-going	The University of Botswana’s Department of Environmental Science and the government’s Department of Wildlife and National Parks (DWNP) are implementing a project in BORAVAST area (southern parts of the proposed project’s site), whose objectives fall squarely within the overall objectives of the proposed project. Funded by the Southern African Science Service Centre for Climate Change and Adaptive Land Use (SASSCAL), the project objective is to undertake ‘Community Capacity Building for Natural Resource Management and Monitoring’. The process involves identifying the different natural resources found within the BORAVAST area, their condition, the different pressures on these resources, and the drivers of such pressures, indicators of degradation, impacts and responses. This data will be used as baseline from which natural resource monitoring is to be undertaken. The proposed project will build on tools and lessons generated through the capacity building project and share them widely within the broader Kalahari landscape.	The current project starts without delay to align timing with the SASSCAL project.
Integrating Multi-platform Remote Sensing & In situ Datasets for Socio-ecologically Sustainable Conservation Corridors: The Western Kgaligadi (Kalahari) Conservation Corridor (WKCC) Project – Conservation International, 2012 – 2015	Even though this CI and GoB project is closed, it is included here because of its importance to the proposed project – especially on securing the Schwelle as the migratory corridors between the CKGR and the KTP. The project identified three potential corridors for protection, which were recommended to the Ministry of Environment, Wildlife, and Tourism. The proposed project will build upon the findings of the CI project to advance the discussion on migratory corridors and Wildlife Management Areas – especially the question of what size the WMAs should take to fulfil critical ecological functions adequately. It is assumed here that the delay in gazetting the Kgalagadi WMAs is partly due to objection by some livestock owners and Land Boards about the sizes of the current designated WMAs and the view point that communal lands (and communities’ livelihoods) are being squeezed out by wildlife land use.	Political will to gazette WMAs and use policies and incentives to balance livestock and wildlife based economic activities.  Data, information and lessons learnt between the proposed project and the former CI project, through the participating institutions, will be facilitated.
Botswana Institute for Technology Research and Innovation (BITRI): Climate Variability and Change Risk Assessment and Management	BITRI Development of Decision Support Systems for Dryland Small Scale Farmers in Barolong and Kgalagadi South Sub-Districts”. Through the initiatives households have been interviewed, focus groups hosted and stakeholders consulted on issues of climate change resilience. The program integrates indigenous knowledge into technical programs of local adaptation plans. The lessons learned from this program will inform the community based adaptation plans under CoBRA (component 3).	Collaboration and data-sharing between BITRI and the proposed project will be established.
USAID programs:	SAREP is a \$23 million, five-year program, which began in 2010, promotes a transboundary approach to conserve biodiversity and ecosystems while strengthening good governance and resilient livelihood options for millions of Africans depending on the basin.	The Orange-Senqu basin part of Botswana falls entirely within the proposed project area for

<p>Southern African Regional Environment Program (SAREP)</p>	<p>USAID also provides support improved transboundary management and decision making for water, biodiversity, and associated natural resources resulting in sustainable, equitable and rational use of natural resources to meet human development and ecological needs. Support is being provided to the Orange-Senqu River Basin Commission (members of which include Lesotho, South Africa, Botswana and Namibia).</p>	<p>the GEF-financed project. Where relevant, linkages will be explored, particularly for implementation of Component I of the project to facilitate transboundary collaboration to combat poaching.</p>
<p>GIZ:  Transboundary use and protection of natural resources in the SADC region</p>	<p>The objective of GIZ support to TFCAs is ensure that local, national and regional actors improve implementation of SADC protocols and strategies for sustainable natural resource management in transfrontier conservation areas (TFCAs).</p> <p>GIZ supports the Food Agriculture and Natural Resources (FANR) unit of the SADC, simultaneously aiming to strengthen the strategy development, networking, monitoring and negotiating skills of staff at the SADC Secretariat.</p>	<p>Since the Kalahari Transfrontier Park is a TFCA, the project will explore linkages with the GIZ programs to support capacity building and improve transboundary aspects of the anti-poaching work. The project will support participation of the DWNP and Park staff in GIZ-organised workshops to share experiences and learn from similar initiatives in the SADC region.</p>
<p>GEF-UNEP project - SIP: Kalahari-Namib Project: Enhancing Decision-making through Interactive Environmental Learning and Action in Molopo-Nossob River Basin in Botswana, Namibia and South Africa - closed in early 2015</p>	<p>The objective of the project was to support communities and policy makers in Botswana, Namibia and South Africa to effectively implement and upscale SLM in the Molopo-Nossob catchment area and thereby contribute to restoration of the integrity and functioning of the entire Kalahari-Namib ecosystem.</p>	<p>Since the project is already closed, the current project will learn from and build on the relationships already built by the GEF-UNEP project.</p>
<p>The Kavango-Zambezi Transfrontier Area (ZAVA) – 2006 onwards; establishment of the world's largest transfrontier conservation area, spanning approximately 520 000 km<sup>2</sup> (similar in size to France) – covering Okavango and Zambezi river basins where the borders of Angola, Botswana, Namibia, Zambia and Zimbabwe converge.</p>	<p>KAZA is the largest conservation area in the world. It includes 36 national parks, game reserves, community conservancies and game management areas. Most notably, the area includes the Zambezi Region, Chobe National Park, the Okavango Delta and the Victoria Falls.</p> <p>The The goal of the KAZA TFCA is "To sustainably manage the Kavango Zambezi ecosystem, its heritage and cultural resources based on best conservation and tourism models for the socio-economic wellbeing of the communities and other stakeholders in and around the eco-region through harmonization of policies, strategies and practices."</p> <p>KAZA has many ongoing projects, amongst them the Climate Resilient Infrastructure Development Facility (CRIDF). The overarching objective of CRIDF's strategic work in the Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA) is to influence key stakeholders to incorporate and operationalise a number of principles including: pro –poor, transboundary development (inclusive economic development based on</p>	<p>Both KAZA and CRIDF have demonstrated the tools and methods that are effective in: i) facilitating cross-border collaboration in creating and managing conservation areas; ii) integrating local communities into the tourism industry (via supply chains) to increase incentives for their participation in wildlife conservation and reduction of wildlife crimes; iii) increasing resilience of livelihoods via improved management of water resources and improving local economic</p>

	<p>participation in the tourism value chain), climate resilience (climate resilient development pathways based on optimising natural capital and non-consumptive economic value) and improved transboundary cooperation amongst member states (leading to a reduced potential for conflict over shared water resources).</p>	<p>prospects. The proposed project will build on these lessons via the following ways: a) studying the institutional arrangement for the KAZA and identifying ways that can benefit the proposed project; b) inviting KAZA project manager and Chair of the Steering Committee to sit on the proposed project steering committee; c) organizing exchange visits for local communities.</p>
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### Stakeholder engagement

73. The governance structure in Botswana is based on four administrative pillars:
74. District Administration (DA). The DA represents central government at the local level and coordinates development activities through the District Development Committee (DDC). The DDC is also responsible for drafting, implementation and monitoring of District Development Plans (DDPs). The DA also oversees implementation of national policies and legislation. Local Government is responsible for local level policy administration and provision of services (e.g. primary education, community development and social welfare).
75. Local Administration (Kgalagadi District Council and Ghanzi District Council). The District Council is the local political authority in the district and oversees decision-making on district development.
76. Tribal Administration (TA). Tribal Administration involves management of traditional authority in the district. This is acknowledging the relevance of traditional consultative processes through the Kgotla<sup>30</sup> for local community consultation on development issues, implementation of projects and policies. The Kgosi (tribal leader) through the Kgotla is responsible for administration of tribal/customary law and presides over customary courts to resolve lower level disputes within their area of jurisdiction.
77. Land Boards (Kgalagadi and Ghanzi Land Boards - LB). The Land Board is an elected body solely for administration and equitable allocation of land resources for various developmental activities. The boards also hold land in trust to the citizens of Botswana.
78. The Central Government maintains representation at district level through government departments assigned specific responsibilities. Specifically, the Ministry of Environment, Natural Resources Conservation and Tourism has overall responsibility for the management and conservation of biodiversity through its constituent agencies/departments. These include Department of Wildlife & National Parks (DWNP), Department of Forestry & Range Resources (DFRR), Botswana Tourism Organization (BTO), Department of Tourism (DoT) and the Department of Environmental Affairs (DEA). Other relevant government institutions vis-à-vis biodiversity management and conservation in the project area include; Department of Crop Production (DCP), Department of Veterinary Services (DVS), Department of Animal Production (DAP), and Department of Water Affairs (DWA).

<sup>30</sup> A kgotla is a public meeting, community council or traditional law court, especially in villages of Botswana, usually referred to as a customary court. It is usually headed by the village chief or headman, and community decisions are always arrived at by consensus. Anyone at all is allowed to speak, and no one may interrupt while someone is "having their say".



<b>Department/Agency</b>	<b>Responsibility</b>
Department of Environmental Affairs	<ul style="list-style-type: none"> <li>• Coordinate all environmental &amp; biodiversity conservation programmes</li> <li>• Environmental protection through enforcement/application of Environmental Assessment Act of 2011</li> <li>• National Focal Point for the GEF</li> </ul>
Department of Wildlife & National Parks	<ul style="list-style-type: none"> <li>• PAs management (national parks &amp; game reserves), i.e. KTP, CKGR</li> <li>• Manage wildlife populations, including fish, both within and outside protected areas.</li> <li>• Technical support to CBNRM programme</li> <li>• Wildlife research &amp; monitoring</li> </ul>
Department of Forestry & Range Resources	<ul style="list-style-type: none"> <li>• Management of forest reserves and range resources</li> <li>• Regulate harvesting of veldt products</li> <li>• Research and monitoring</li> </ul>
Department of Tourism	<ul style="list-style-type: none"> <li>• Regulate tourism developments (permits &amp; licenses)</li> <li>• Promote participation of the locals in the tourism sector</li> <li>• Monitoring of the tourism sector and activity</li> </ul>
Botswana Tourism Organisation	<ul style="list-style-type: none"> <li>• Market Botswana's tourism, both nationally and internationally</li> <li>• Support CBOs participation in the tourism sector – project development</li> <li>• Monitoring and grading of tourism facilities</li> </ul>
Department of Animal Production	<ul style="list-style-type: none"> <li>• Manage pastoral farming; develop innovative strategies to increase production of meat &amp; by-products</li> <li>• Research and monitoring</li> </ul>
Department of Crop Production	<ul style="list-style-type: none"> <li>• Manage arable farming; develop innovative strategies to increase food production, monitoring harvests, pest control</li> <li>• Arable farming research and monitoring</li> </ul>
Department of Veterinary Services	<ul style="list-style-type: none"> <li>• Livestock disease control (including veterinary cordon fences)</li> <li>• Livestock health services; supplements, medicine &amp; drugs, and vaccination campaigns (foot &amp; mouth disease, anthrax, rabies vaccinations)</li> <li>• Research &amp; monitoring (epidemiology)</li> </ul>
Department of Water Affairs	<ul style="list-style-type: none"> <li>• Water regulating agency (enforce the Water Act)</li> <li>• Develop and implement water strategies and plans</li> <li>• Research &amp; monitoring (surface &amp; underground hydrology)</li> </ul>

79. The following stakeholders were identified during the PPG. Throughout the project's development, close contact was maintained with stakeholders at the national and local levels. Many of the affected national and local government institutions were directly involved in project development, as were civil society organisations. Numerous consultations occurred with many of the stakeholders outlined below to discuss different aspects of project design. These included:

- A series of bilateral discussions with national public institutions and multilateral agencies – notably the MENT (Department of Wildlife and National Parks, Department of Environmental Affairs, Department of Forest and Range Resources). The law enforcement agencies (the Military/Defence Force, Police Service and Prisons) were consulted to a lesser extent. The Kgalagadi and Ghanzi District Technical Teams and the Ministry of Local Governments were consulted; as was UNDP – to solicit information on the current project baseline, consult on proposed project interventions and confirm the political, administrative, operational and financial commitment of project partners (including securing co-financing commitments);
- A series of consultative field visits and meetings were held with the relevant responsible institutions in the project's target areas, in Ghanzi and Kgalagadi Districts. These field visits and meetings sought to assess the local challenges in situ, and consultatively identify prospective solutions;
- Consultative consolidated workshop with representatives of key national and international organizations and NGOs in order to present the project and identify opportunities for synergies and collaboration (held on 9 December 2016);

- A validation workshop to present the detailed project outputs, activities, budgets and implementation arrangements to all stakeholders, including all key government agencies and institutions was held on 9 December 2016.
- Iterative circulation of the project documentation for review and comments.

Table 8: Stakeholders and their roles in the Project Implementation

Stakeholder	Description	Role in the project
<b>Primary Stakeholders at the Landscape level: NRM Priority: Sustainable livelihoods, access to natural resources</b>		
1. Individual resource users <ol style="list-style-type: none"> <li>Pastoral farmers</li> <li>Arable farmers</li> <li>Commercial farmers</li> <li>Game ranchers</li> <li>Communities (as harvesters of veld products such as grass, poles, medicines, wild fruits and vegetables)</li> </ol>	<p>These are individual resource users who provide the entry point into interactions with the natural resources. Their interests and practices collectively constitute the threats to wildlife, landscape and ecosystem integrity which undermines their long-term economic and livelihood prospects. However, they also present the opportunity and means of identifying and implementing improved practices to restore the integrity of the landscape and natural resources, conserve biodiversity and secure long-term prosperity.</p>	<p>They will contribute: i) to landscape based land use planning; ii) identifying and agreeing implementation arrangements for the landscape based plans; iii) implementing/ adopting improved practices; iv) monitoring, capturing and learning lessons and applying them for adaptive management; v) disseminating lessons. (Components 1-4).</p> <p>Community groups (as harvesters of veldt resources) will be involved in the effort to establish alternative income generating activities to compensate for the loss of benefits from CBNRM resulting from the ban on hunting. The gender strategy designed under component 4 will be used to ensure that participation in this outcome is gender responsive. Furthermore, the project will make these groups aware of the recently formed UNDP Social and Environmental Compliance Review and Stakeholder Mechanism, which they can access and submit concerns about the social and environmental impacts of the project. (Component 3).</p>
2. Local institutions <ol style="list-style-type: none"> <li>Trusts (CBOs)</li> <li>Farmers' committees</li> <li>Farmers' associations</li> <li>Dikgosi (chieftainship)</li> <li>Village Development Committees (VDC)</li> <li>Kgalagadi and Ghanzi District Councils</li> </ol>	<p>These local level institutions facilitate the resource users described above in their day-to-day interactions with natural resources for economic development and livelihood activities. Primary resource users usually have more confidence in these institutions than the secondary (central government institutions), with the exception of perhaps the Ministry of Health. Their aim is to empower primary resource users but they are often upstaged because of inadequate capacities and lack of legal mandates over natural resources (e.g. the PPG assessment found that farmers' associations and chieftainships have no legal mandates over</p>	<p>These institutions are closer to the primary natural resource users and are better placed to support improved NRM practices, including bridging the gap between central government and local land use issues. The project will assess the relevance and viability of utilizing these institutions and depending on the findings, build their capacity to form better, more empowered partners of secondary (government institutions) in facilitating all aspects of improved management of resources at the community level. These groups will be particularly</p>

	NRM and local communities now think they are not relevant stakeholders in NRM at the local level).	important in combatting poaching and IWT at the local level, as they can be a source of intelligence on poaching gangs, routes and strategies. They are also close to the ground and better informed than central government institutions and law enforcement agencies. (Components 1 and 2).
3. Local businesses a. Butcheries b. Shop keepers c. Traders d. Etc.	These service providers form an important link between the communities and the economic world. They are particularly important in understanding the challenges of catalyzing economic activities at the local level and how the business community potentially abets illegal trafficking of wildlife.	This group will participate in identifying non-consumption based CBNRM strategies. They will also contribute to identifying how illegal trafficking works and how it can be tracked and disrupted. They will be involved in disseminating the awareness strategy for stopping wildlife crimes and monitoring any IWT. (Components 1 and 3)
<b>Secondary Stakeholders: NRM Priority: System sustainability, efficiency in service delivery, conservation</b>		
1. Wildlife Management and law enforcement agencies a. Department of Wildlife and National Parks (DWNP) b. Botswana Defence Force c. Botswana Police Services d. Administration of justice e. Botswana Prison Services; f. Directorate on Intelligence, Safety and Security (DISS); g. Botswana Unified Revenue Services (BURS). h. Community Rangers (to be convened)	These are law enforcement agencies. They are legally empowered to enforce the Wildlife Conservation and National Parks Act amongst other laws. However, these law enforcement agencies are currently scattered across different ministries and departments with little coordination thus diluting the amount of effort the government is putting into combating wildlife crime.	They will be responsible for coordinating closely under the coordination protocols to be supported by the project, in order to implement the National Anti-Poaching Strategy more effectively.  They will improve all four aspects of combatting poaching and IWT law enforcement, investigations, prosecution and the judiciary.  Collectively they will be responsible for component 1. DWNP is a key implementing partner responsible for the whole component (1).
2. Technical service providers a. Department of Tourism b. Botswana Tourism Organization c. Land Boards d. Local Authorities e. District Land Use Planning Unit (DLUPU) f. Department of Forestry and Range Resources (DFRR) g. Social and Community Development (S&CD) h. Department of Veterinary Services (DVS)	These are central government institutions with the responsibility of providing technical services to communities, local government institutions and local authorities at the local (resource use) levels.	These institutions will play the double role of being a project beneficiary and project implementer. They will receive capacity support so they can implement their mandates more effectively. More specifically: i) Botswana Tourism Organization will lead the development of the tourism supply chain, with close support from the Department of Tourism; ii) The District Land Use Planning Unit will house the NRM coordination and dialogue mechanism, and lead the development of the landscape based land use plan, with close support of the Land Boards; iii) The

<ul style="list-style-type: none"> <li>i. Department of Animal Production</li> <li>j. Department of Crop Production</li> <li>k. Dept of Water affairs (DWA)</li> <li>l. Water Utilities Corporation</li> <li>m. Department of Environmental Affairs (DEA)</li> <li>n. DWNP</li> <li>o. Agricultural Resources Board (ARB)</li> </ul>		<p>Department of Forestry and Range Resources will lead the implementation of the holistic rangeland management practices and range rehabilitation; iv) the Department of Environmental Affairs will lead the policy review and formulation of recommendations; v) Social and Community Development and DWNP will lead with the CBNRM and local economic options for the community groups. (Components 2 and 3).</p>
<p><b>Tertiary stakeholder: NRM Priority: System sustainability, economic growth (profit)</b></p>		
<ul style="list-style-type: none"> <li>1. Experts (academics, private researchers)</li> <li>2. Private sector or business community</li> </ul>	<p>University of Botswana, Botswana University of Agriculture and Natural Resources, Botswana Institute for Technology, Research and Innovation (BITRI) and Botswana Innovation Hub (BIH)</p> <p>Other private sector businesses such as consulting firms (to be identified during inception period)</p>	<p>These institutions can assist with knowledge generation (to support land use planning) and packaging and disseminating policy and knowledge products. The project will assess the necessary areas for collaboration and engage in relevant partnerships with selected institutions. It is especially beneficial to outsource such mandates as research and development to private researchers and public innovation and research institutes such as the University of Botswana, where students can be used under professional supervision to do NR research and innovation. (Component 2).</p> <p>This is important for the long term (10 to 15 year) monitoring of long term impacts.</p>
<ul style="list-style-type: none"> <li>3. International and national NGOs <ul style="list-style-type: none"> <li>a. Cheetah Conservation Botswana (CCB)</li> <li>b. Botswana Predator Conservation Trust (BPCT)</li> <li>c. BirdLife Botswana</li> <li>d. Kalahari Conservation Society</li> </ul> </li> </ul>	<p>These non-governmental organizations play the role of resource mobilization – technical and financial resources; albeit that their funds probably will have very restricted uses.</p>	<p>As described in the sections on partners both the Cheetah Conservation Botswana and Botswana Predator Conservation Trust will contribute lessons and technical support in identifying strategies for tackling depredation to reduce human wildlife conflicts and reduce retaliatory killing of predators. Both BirdLife Botswana and Kalahari Conservation Society already have CBNRM-supporting projects in the project area, on which this GEF-funded project could build. (Component 3).</p>
<p>Politicians and local leaders</p>	<p>Members of parliament and other elected officials.</p>	<p>Will be kept informed and lobbied to maintain good political will, necessary to tackle the issue of balancing economic policy and subsidies between cattle and</p>

		wildlife based economic activities, the dual access to grazing lands (under the Tribal Grazing Lands Policy) and gazettement of revised Wildlife Management Areas. (Components 2 and 3).
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*Mainstreaming gender*

80. The project recognizes that communities living in the Kalahari Basin (Kgalakadi and Ghanzi) have depended on livelihood options developed over millennia that enable them to survive the harsh conditions of the desert-like ecosystems, to ensure their survival. This survival system requires strong collaboration between women and men, but the differentiated roles of men and women generate different constraints and challenges in their daily life. Women and men also have different skill sets and knowledge and different patterns of resource ownership and capacities for use of natural resources and for livelihood options and practice. Women spend a large part of their time collecting fuel for energy – up to a third in some areas - and collecting water. In addition to household-related tasks, women also play a significant role in livestock care and agriculture – cutting grass and fodder, milking, processing milk and animal products, ploughing with hand hoes, tilling, applying manure, weeding, watering, harvesting, threshing, winnowing, and processing the products for consumption. They generally have limited technology to help them in these tasks. Men are usually responsible for hunting, grazing the animals, trading animals and animal products, ploughing with draught animals, sowing seeds, harvesting, threshing, and trading food surpluses. Successful programs to improve rangeland management, reduce degradation, and enhance livelihoods, must take these different roles into account. At the national level, female-headed households are significantly more likely to be poor, even though amongst the ethnic groups found in the project site, this is not always the case, due largely to the mostly egalitarian culture of the indigenous groups found in this area, wherein women are not as significantly discriminated against as they are in other, mainstream, groups in Botswana. However, it was interesting to see that currently there were more men defined as poor than women in Ghanzi (9,250 versus 8,863), one of the two target districts with the largest number of the San communities. Although almost 21% of the population in the project area (approx. 19,700 individuals) is aged between 15–24 years, this large group of youth does not meaningfully engage in the conservation of natural resource. This is not only a lost opportunity, but a danger because the lack of employment opportunities is likely to make it easier to entice them into poaching and IWT. Indeed, there is high child labour in the cattle ranches. Furthermore, poorer women had disproportionately less access to veld products, especially as rangeland degradation dictates longer distances.
81. At the local levels, the causes and underlying drivers of unsustainability and of gender inequality are deeply interlocked. Impacts of climate change are set to increase the vulnerability of the livelihoods of the indigenous communities in the Kalahari landscape, where development interventions are likely to enhance currently manageable unequal power relations between and amongst gender groups. The formal (including government) institutions that define access to and control over natural resources, tend to introduce and perpetuate inequalities in society, and so their interaction with local communities must be checked and re-oriented to be more open and inclusive. It is an established fact that globally, the effects of degradation of natural resources (and unsustainable development outcomes) tend to intensify gender inequality because women and girls are often disproportionately affected by economic, social and environmental shocks and stresses.
82. The project recognizes that the best way to mainstream gender considerations within the project interventions and raise awareness of the gender issues is to support incorporation of a gender perspective in planning. This will be achieved by developing and implementing a gender mainstreaming strategy with a detailed action plan to guide practical actions to integrate gender considerations into all project activities.
83. During project preparation, a stakeholder analysis (see Annex 14) looked at gender issues without developing a full gender strategy. The assessment collected gender disaggregated data at the

landscape level on important variables such as population, sources of livelihoods, percentage of the community perceived to be poor and access to natural resources - used in the GWP Tracking Tool. The report concluded that although gender disparity in access and control to natural resources is recognised within the project area, the design of most interventions hitherto does not explicitly seek/promote gender equality, or where there are some attempts, they often leave open questions of monitoring, impact and sustainability. This has led some programmes and projects to assume that providing women with only training will enable them increase their incomes from NRM, which has not proven to work. The study found that specific target groups needed additional resources (including finance) to enable them to improve livelihood conditions. This would make it easier especially for women to meet their practical gendered responsibilities, and improve their bargaining power and status in the household and the community, whilst enabling them to increase their stake in NRM and management, including using resources not only within communal areas, but also WMAs and protected areas.

84. Following this conclusion, the project will formulate a gender strategy under component four to ensure that project implementation is fully informed by a more refined and comprehensive gender analysis, to: (i) ensure that women’s and men’s knowledge, agency and collective actions are afforded equal opportunity in finding, demonstrating and building more economically, socially and environmentally sustainable pathways to manage the Kalahari landscapes, its important wilderness and wildlife; (ii) adapt to climate change; and (iii) produce and access food and other social services. In addition, the project will promote gender mainstreaming and capacity building within its project staff to improve understanding of gender mainstreaming principles and the importance of gender transformative project implementation. It will therefore give the stakeholders the tools to make this project as gender transformative as possible, and will appoint a designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally. This will include facilitating gender equality in capacity development and women’s empowerment and participation in the project activities. The project will also work with UNDP gender experts to utilize their expertise in developing and implementing projects. These requirements will be monitored by the UNDP Gender Focal Point during project implementation. Collectively, these measures will ensure that the project builds on good gender practices rather than become a source of exclusion of women and the youth, and that its benefits are equitably distributed and make real and lasting change at the household level.
85. The project will however make special effort to ensure equitable participation and beneficiation from project activities by ensuring the following actions are undertaken (draft to be further developed into a gender action plan during the inception phase):

Design section	Responsible	Gender Mainstreaming Actions
<b>Component/Outcome 1:</b> Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels		
All outputs	MENT	<ul style="list-style-type: none"> <li>• Ensure that the strategies to be developed recognise the differentiated impacts on women and men and the outcomes of particular decisions and actions felt differently by different groups.</li> <li>• Ensure that training and capacity building takes into consideration the different needs and skills of men and women and ensure that participation protocols /procedures also recognise the different constraints of men and women (e.g. time for conducting training and meetings should recognise household and gender roles for men and women) and ensure they do not exclude some groups.</li> </ul>

Design section	Responsible	Gender Mainstreaming Actions
<p><b>Component/Outcome 2:</b> Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape</p>		
All outputs	MENT, MOA, District Administration	<ul style="list-style-type: none"> <li>• Conduct studies to identify the issues related to gender so that gender responsive capacity building and policy interventions can be planned and implemented.</li> <li>• Ensure that the training and capacity building programs mainstream gender issues.</li> <li>• Ensure that recruitment and participation of beneficiaries seeks a balance between men and women and ensure that financial support recognises the income inequalities between different groups of men and women.</li> <li>• Ensure that approaches and skills promoted at the local/landscape levels take into consideration the different capacities and constraints of men and women, and their different abilities to implement/adopt certain practices, as well as the costs of taking up some of these practices.</li> <li>• Strengthen women-based smallholder groups and participation in village conservation committees so that women leadership is enhanced.</li> <li>• Capacity building activities related to biodiversity and conservation for village level conservation committees (VCCs) will target women and the youth, in addition to other groups.</li> <li>• To the extent feasible, landscape planning and implementation teams will have local women community mobilizers who would be involved in social mobilization to encourage greater participation of women from local communities.</li> </ul>
<p><b>Component/Outcome 3:</b> Integrated landscape planning in the conservation areas and SLM practices in communal lands secure wildlife migratory corridors and increased productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem</p>		
All outputs	MENT, MOA, District Administration, PMU	<ul style="list-style-type: none"> <li>• Ensure that the identification of CBNRM beneficiaries promotes gender parity.</li> <li>• Ensure that women and men participate in the identification of vulnerabilities and challenges faced by local communities, and are allowed a safe and open platform to identify opportunities.</li> <li>• Ensure that proposed income-generation initiatives consider the different needs and abilities of men and women.</li> <li>• Ensure that the costs and benefits of the different interventions and NRM approaches are equally distributed among different groups of men and women (e.g. poor/rich, female-headed/male headed households)</li> </ul>

Design section	Responsible	Gender Mainstreaming Actions
		and different resource users (e.g. subsistence vs commercial farmers). <ul style="list-style-type: none"> <li>• Special investment activities encourage women empowerment, including women-dominant livelihood and value chain activities (harvesting veldt products, ecotourism products development, organic vegetable growingetc.), and capacity building of women in various sectors related to natural resource management and livestock improvement.</li> </ul>
<b>Component 4: Gender mainstreaming, Knowledge Management and M&amp;E</b>		
All outputs	MENT MOA PMU	<ul style="list-style-type: none"> <li>• Develop a comprehensive gender mainstreaming strategy.</li> <li>• Awareness and communication campaigns with a specific gender focus.</li> <li>• Periodic reviews of the project interventions to highlight best practices in mainstreaming gender in the project.</li> <li>• Documentation of gender roles in the management of resources in the region and in particular in the rangelands.</li> <li>• Use of gender-sensitive indicators and collection of sex-disaggregated data for monitoring project outcomes and impacts.</li> </ul>
<b>Project Management</b>		
		<ul style="list-style-type: none"> <li>• Apply gender clause to human resource recruitment, encouraging the applications from women candidates and their hiring.</li> <li>• Recruit qualified Gender, M&amp;E and Communications Officer as per the proposed TORs (Annex 5).</li> <li>• TORs of all staff to include specific responsibilities that support mainstreaming of gender throughout project implementation.</li> </ul>

*South-South and Triangular Cooperation (SSTrC):*

86. The proposed project is one in a portfolio of the Global Wildlife Program (GWP) projects, which includes other countries in Southern Africa (Zambia, Mozambique and Tanzania), West Africa (Gabon, Congo Republic and Cameroon), East Africa (Ethiopia, Kenya) and Asia (India and Indonesia). The GWP has a global level mechanism for knowledge sharing, technology transfers and peer support amongst the participating countries, and from the participating countries to the rest of the GEF, UNDP, World Bank, IUCN programs and other participating institutions. During the PPG phase, Botswana, through UNDP and government officers at the national level, participated in regional and global Virtual and Face-to-Face Knowledge Exchange seminars organised by the World Bank as part of the Global Wildlife Program (GWP). Through the Department of Wildlife and National Parks (DWNP), Botswana attended the GWP-organised workshops/conference on Engaging Communities to Conserve Wildlife (May 18, 2016) held in Nairobi, Kenya, and another on Reducing Illegal Wildlife Trafficking Conference in Hanoi, Vietnam (November 14-18, 2016). The learning from these exchanges has informed national-level discussions that contributed to the project strategy/ToC.



87. Within the SADC region, Botswana is a Party to, and an active participant on numerous multilateral commitments related to wildlife crime enforcement. These include the SADC Wildlife Protocol on Wildlife Conservation and Law Enforcement, SADC Law Enforcement and Anti-Poaching Strategy (SADC LEAP), Convention on International Trade in Endangered Species (CITES) Ivory Action Plan, Monitoring Illegal Killing of Endangered Species (MIKES), The Kasane statement on Illegal Wildlife Trade, the Elephant Protection Initiative, and Interpol. These are further supported by bilateral commitments with neighbouring countries under the Joint Permanent Commissions on Defence and Security between Botswana and all her four (4) neighbouring countries (Zambia, Namibia, South Africa and Zimbabwe). Both the CKGR and the KTP are important parts of the wilderness areas covering the northern parts of South Africa and Western Namibia. Indeed, KTP is a Transfrontier Park itself. Lessons from these will be exchanged with these countries, using the monitoring, evaluation and learning outcomes under component 4.
88. In addition, the project will share lessons on managing land degradation and institutionalising Sustainable Land Management (SLM) with the extensive research and piloting initiatives being undertaken in the Southern Africa region. In particular, experiences will be exchanged with the UNDP-GEF Strengthening the National Protected Areas System of Swaziland and Sustainable Management of Namibia's Forested Lands, both of which have a component on eradicating bush encroachment and invasive alien species. Furthermore, experiences will be shared with the South Africa "Working for Water/Wetlands" and 'Working on Fire' series of government initiatives, which employs local communities to undertake ecological restoration works, in a bid to create jobs and rehabilitate degraded ecosystems. A list of relevant initiatives, as well as practical knowledge/lesson exchange platforms/mechanisms will be compiled during the inception period and reported in the Inception Report.

## V. Feasibility

### i. Cost efficiency and effectiveness:

89. **Project Design:** To make it effective and cost-efficient the project design is based on a thorough assessment of lessons generated by many past and current projects to identify those recommended for efficient delivery of economic, socio and ecological outcomes. These projects are described in Table 6 and they include Kalahari Transfrontier Park Integrated Development Plan (KTP IDP), the SLM Ngamiland and SLM Makgadikgadi projects, and the Conservation International/GoB Wildlife Corridors identification project and other past and ongoing projects in the landscape, particularly those funded through the GEF (e.g. the UNEP SIP project on Enhancing Decision-making through Interactive Environmental Learning and Action in Molopo-Nossob River Basin in Botswana, Namibia and South Africa). The existence of viable populations of the key free ranging populations in the Kalahari System is under unprecedented threat due to the failure to secure migratory corridors between the CKGR and KTP. The identification and securement of migratory corridors will lead to a reduction of conflict between wildlife conservation and livestock production.
90. The latter has increasingly extended into the Schwelle, a key wet season resource area for wild ungulates in the Kalahari, the effective protection of which must also be linked to the establishment of migratory corridors. Although the identification of migratory corridors was the explicit objective of a donor funded project by CI in (2006 -2010), the failure of the so-called WKCC to have these sites formally designated will be remedied in this project, so as to protect the integrity of the CKGR and TKP as wildlife systems, and mitigate the hitherto undermining of the ecological and livelihood diversification function of WMAs. The lack of suitable groundwater in the area between the CKGR and TKP means that wild animal biomass cannot be simply substituted by domestic stock, with the loss of the Schwelle and connectivity between the CKGR and KTP resulting in thousands of hectares of rangeland becoming unusable by large herbivores. The implications for the conservation of Kalahari ungulates and predators – lions, leopard, hyenas, wild dogs and cheetahs in particular, as well as rural livelihoods will be profound if fragmentation of the Kalahari System occurs. It will probably lead to substantial portions of the CKGR being degazetted as a wildlife system and isolation of the world's first Peace Park, the KTP. The loss of wildlife therefore would be a total loss of value for the communities, to the economy and to the global community, that would be exorbitant to

replace; ii) rangeland degradation, including extensive bush encroachment and invasion of alien species is exacerbating loss of ecosystems services and the ability of the ecosystem to support socio, economic and environmental outcomes (livelihoods, economic development and biodiversity conservation); iii) the ban on hunting has reduced the returns from CBNRM drastically, with local communities now perceiving CBNRM to have failed. The perceived failure of CBNRM is also being perceived as a reversal of devolved natural resources management, and has gone a long way in eroding the goodwill and tolerance of wildlife inherent in the cultural heritage of many communities in the Kalahari.

91. The resultant escalation of subsistence poaching (poaching for the pot) to commercialized poaching (including misuse of hazardous substances for such actions) and retaliatory killing of predators, are contributing to reducing wildlife populations, further undermining opportunities for a wild-life based economy, which Botswana needs as a country to diversify away from the heavy reliance on diamonds. This is a huge cost to resilience of both the national economy and livelihoods; and iv) the current lack of collaboration amongst NRM institutions and between these institutions and other NRM stakeholders as well as similar lack of coordination and collaboration between and amongst wildlife management institutions and law enforcement agencies is reducing the efficiency of the limited resources available in Botswana NRM and wildlife protection. The project components are therefore designed to address these barriers which are currently making NRM and wildlife protection ineffective, exacerbating vulnerability of livelihoods.
92. **Project Implementation:** Project implementation will be done in close collaboration with the projects outlined in the table of baseline projects and those in the GWP portfolio to ensure that all synergies are identified and exploited, lessons are exchanged, and tools are shared. Operationally, the project will adopt a standard set of measures required for GEF-funded projects to achieve cost-effectiveness and maximise the financial resources available to project intervention activities while decreasing management costs (as already planned in this project document). All activities will be included in the Annual Work Plan, which will be discussed and approved by the Project Board to ensure that proposed actions are relevant and necessary. When the activities are to be implemented and project outputs monitored and evaluated, cost-effectiveness will be taken into account but will not compromise the quality of the outputs.
93. When hiring third party consultants, the project will follow a standard recruitment and advertising process to have at least three competitors for each consultant position. Selection will be based on qualifications, technical experience and financial proposals, to ensure hiring of the best consultant (individual or organization) for optimal price. Economy fares will be applied for necessary air and road travel, and appropriate lodging facilities will be provided to the project staff that ensures staff safety and cost-effectiveness.
94. Expenses will be accounted for according to UNDP rules and in line with the GEF policy. The project will follow a tendering process for equipment purchase and any printing/publishing that accounts for more than USD 10,000, comparing at least three vendors. In case there is a single vendor only for any activity, appropriate official norms will be followed to obtain approval from UNDP and GEF.

#### *ii. Risk Management:*

95. The risks identified at PIF have been expanded to include a wider range, following the project formulation phase (Table 7). As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Management responses to critical risks will also be reported to the GEF in the annual PIR.

Table 9: Risk management Table

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
Poaching pressure fuelled by the global and local demand for wildlife products may decimate the wildlife population. At the same time, effectiveness of the institutions mandated with wildlife protection may continue to be undermined by poor use of limited resources available to tackle the problem if internal bureaucracies and inter-agency competition delay or derail establishment of national coordination protocols.	Political, Organizational,	P=3 I=3 <b>MODERATE</b>	<p>Under component 1, the project intends to ensure full participation and coordination of/by all stakeholders specifically law enforcement agencies in this case. Further, the project will build onto existing gains in the form of the office of the Anti-Poaching National Coordinator and the National Anti-Poaching Committee amongst others. The ongoing review of Wildlife Conservation and National Parks Act will align it to the purposes of this project.</p> <p>The project, in partnership with the National Anti-Poaching Committee, will also ensure that an all-inclusive forum will be established at districts levels as an extension of the existing National Anti-Poaching Committee (Outputs 1.1.-1.2).</p>	Project Manager, in conjunction with the Project Steering Committee.	Statistics only available from 2009 but incidents being reported indicate that poaching of large-bodied vertebrates and poisoning of predators and vultures (which indicate poaching incidences) are on the rise. Baselines to be established during inception phase.
Concerns with HWC: if there are no incentives and financial benefits associated with wildlife conservation, the local communities might escalate the current trend of transitioning subsistence poaching to commercial poaching. It has been difficult to establish non-	Strategic	P = 5 I = 5 <b>HIGH</b>	Tackling this risk is the reason the project introduced a new component dealing with establishment of non-wildlife consumption based value chains and establishment of ecotourism ventures, as well as strong strategies to reduce human wildlife conflicts (a change from the PIF stage). The project will work very closely with the Botswana Tourism Organization and other projects and programs identified in the table of baseline projects, and using the partners outlined in the	Project Manager and the Project Steering Committee	Since the ban on hunting of large-bodied vertebrate, game meat poaching reported to transition to commercial poaching;

wildlife consumption based CBNRM value chains.			partnerships table to address this fundamental risk. Output 2.1 includes activities specifically designed to find the best solutions for HWCs using advanced science approaches		very limited returns from CBNRM for communities.
Financial overstretch / failure to secure required resources to implement the National Anti-Poaching Strategy effectively. GoB may be reluctant to increase investments into wildlife conservation and give higher priority to other needs such as infrastructure development. Donors may be reluctant to invest in Botswana at the same time as a number of new initiatives are being launched or developed.	Financial, Political	P = 1 I = 1  LOW	Botswana government has shown great commitment to wildlife conservation. It recognizes that, beyond the conservation value, wildlife presents a clear opportunity for diversifying its economy, and is the main source of livelihoods for rural communities, given the dry/desert-like nature of the its climate. It is therefore safe to assume that with the project support, the government will do everything in its power to direct as much resources to wildlife conservation as the national budgets can afford. Indeed, the government already recognizes wildlife crime as a huge threat to the country's tourism industry and has already taken steps to increase law enforcement capacity against the threat. The government support is still anticipated with increased investments of resources into this area. However, any issue has to be brought to the PSC's attention.	Project manager and the Project Steering Committee	High political support, willingness and engagement in tackling poaching, wildlife poisoning and IWT.
The revision of the size of, and gazettement of the Wildlife Management Areas will require political support from the local communities, Land Boards, cattle and game ranchers and all levels of governments.	Operational/strategic	P = 3 I = 2 MODERATE	The project will build on the work of the Conservation International/GoB project that identified three potential migratory corridors. It will use economic valuation of ecosystems services to demonstrate that the short term benefits being derived by the beef industry from encroaching cattle production into the Schwelle are quite expensive compared to the economic development in the long-term, and to the livelihoods of the local people (due to the potential loss of wildlife based tourism). The NRM planning framework will provide a forum for participation in this debate by all sectors of society – managed by the DLUPU, which will be empowered by the project to be more effective at facilitating negotiated land uses.	Project Steering Committee and the Project Manager	High political support for securing wildlife habitats and developing wildlife based economic activities. Less certain support for using policies and incentives to balance

			The Land Boards and community groups will be granted a forum to argue for a reduction in the size of the WMAs weighed against the scientific findings of the optimum sizes and juxtaposition of WMAs to secure migratory corridors. Outputs 3.1 has activities specifically designed to manage this risk.		livestock and wildlife based economic activities.
Drought conditions and climate change may undermine the NRM, conservation and livelihood improvement objectives of the project.	Environmental	P = 3 I = 4  MODERATE	There is an approximate rhythm of droughts now established for the Kalahari region that shows there will be a serious drought at least once in ten years and semi-serious ones every 7 or so years. The whole of the SADC region went through a serious drought in 2015-2016. In the Kalahari, droughts have serious effects, as seen in the loss of huge numbers of ungulates in the 1990s. The livelihoods of the indigenous people are particularly vulnerable because of the very limited options and a near absence of formal employment. Improving range condition through adoption of holistic range management, economic utilization of invasive species and bush encroachers will contribute to rehabilitating the rangelands, increasing resilience and the chances of the rangelands recovering rapidly in case of a catastrophic drought. For the wildlife, improving connectivity between the CKGR and the KTP improves the opportunities for accessing a wide range of resources during the lean months of the year, and in particular during droughts. The project will support the conduct of a comprehensive Community Based Resilience Assessment (CoBRA) to determine the impacts of climate change and variability on the target communities. Based on the CoBRA, output 3.2 will support the development of adaptation strategies (local adaptation plans) relevant for the dry conditions of the landscape and the potential climate-induced shocks such as droughts and flooding. In recognition of the role of climate change and increasing vulnerability, this	Project Steering Committee and the Project Manager	Southern Africa experienced the one in ten years drought in 2016. Need for monitoring the next one via climate information services.

			<p>output will help to build the capacity of local communities to identify stressors from the environment/landscape and employ strategies to manage vulnerability and enhance their own resilience.</p> <p>The project will build on and collaborate with the Botswana Institute for Technology Research and Innovation (BITRI): Climate Variability and Change Risk Assessment and Management project ongoing in the area to facilitate the integration of data and research findings into the development of decision-support tools for informed, local levels responses.</p> <p>Botswana conducts national drought assessments on an annual basis. These assessments are conducted to ascertain whether or not it is a drought year. Drought in this context refers to a deficiency in rainfall in terms of its timing, spatial-temporal distribution, and/or overall amounts received and whether they were severe enough to negatively affect plant growth, water supplies, wildlife condition and ultimately human livelihoods and food security in General.</p> <p>To address vulnerability, the government has several well-funded social protection schemes, many of which are designed to address the impacts of drought on farming systems. Many of these schemes are not, however, adequately informed by scientific understanding of the impacts of climate change and variability on farming systems, and the resulting human-environment interactions. As a result, although these schemes are almost always available, they do not contribute to a building of poorer people's resilience and do not necessarily empower them to be prepared to better respond</p>		
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			<p>to the impacts of climate change at household or community/ landscape levels. The key to addressing these challenges is therefore not necessarily new and additional funding, but rather better planning and design of responses to build in and integrate resilience and sustainability principles.</p> <p>The project will therefore work closely with the local authorities (District Councils) to improve planning systems and ensure that research and information collected through CoBRA activities, and other vulnerability assessments (e.g. by the Ministry of Agriculture) adequately inform local level planning and design of response interventions/initiatives and that these responses are also to relevant and specific to the nuances and peculiarities of the region. Through this project, support will be provided to the local authorities to design context-specific mitigation actions that reduce the impacts of climate-induced shocks and stressors, and most importantly, build the resilience of local communities (e.g. the social protection schemes) to better deal with climate change and variability.</p>		
Poachers and IWT criminals may change their tactics and stay ahead of the newly established capacities to protect wildlife	Operational	<p>P=2 I=3</p> <p>MODERATE</p>	<p>The project will improve intelligence gathering and sharing to stay on top of the criminals. The project will also increase the participation of local communities and civil society in wildlife crime control to increase the possibility of detecting of poachers (activities under output 2.1 specifically designed to address this). Project Outputs 4.1-4.2 are designed to facilitate lessons learning from the project implementation and provide information for the project adaptive management including changes of IWT enforcement strategies in response to the changes in the criminals' behaviour.</p>	Project Steering Committee and the Project Manager	High political support to evolve anti-poaching strategies as needed.

<p>Environmental and social impacts arise as a result of the ecotourism development activities supported by the project</p>	<p>Environmental/ Political</p>	<p>P = 1 I = 1  LOW</p>	<p>The Government of Botswana has strict EIA laws that are applied to infrastructure development projects and activities where the Department of Environmental Affairs is mandated with the authority to request for an EIA to be conducted prior to developments being initiated, or to waive the need for such as process to be undertaken. In this case, the DEA will assess the need for the EIA, together with the District Authorities, and the Botswana Tourism Organisation, following The District authorities will be involved in the decision-making process as required and mandated by the Town and Country Planning Act of 1977 which provides for the orderly and progressive development of land in both urban and rural areas and environmental concerns about the development of land to be raised in the planning decision process.</p> <p>Regarding social grievances, the project will have mechanisms in place, which the project will raise awareness about during the inception phase, through which communities and individuals can raise concerns about the project activities. In line with UNDP Social and Environmental Screening Procedures and GEF Agency Minimum Standards on Environmental and Social Safeguards, the project management team will ensure that no communities or groups are negatively affected by the activities of the project.</p>	<p>Project Steering Committee and the Project Manager</p>	<p>This risk is minimal in that the project is designed to promote responsible and sustainable use of natural resources and safeguard ecosystems and their ability to deliver goods and services from the landscape.</p>
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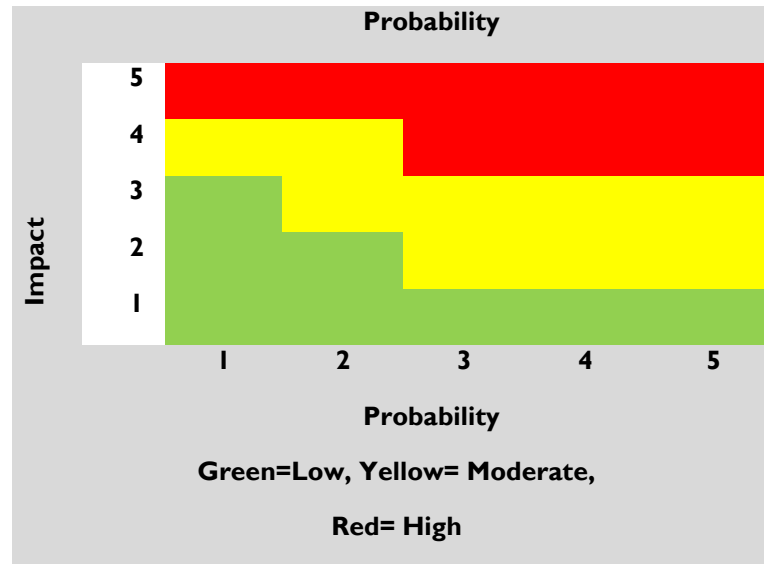
**Risk Assessment Guiding Matrix**



Rating the probability of a risk

Score	Rating
5	Expected
4	High likely
3	Moderately likely
2	Not likely
1	Slight

[Significance of a risk](#)



### *iii. Sustainability and Scaling Up:*

96. The important results to be delivered and sustained by the project include reducing poaching, wildlife poisoning and illegal wildlife trade; rangeland rehabilitation, increasing ecosystem integrity and resilience (and long-term survival for wildlife) by securing the migratory corridors to enhance connectivity; and, increasing CBNRM benefits to communities, as well as reducing HWC. Sustaining these results in the long-term will require continued management of the current and yet to emerge threats to these benefits. The project therefore needs to put in place strategies to continue monitoring the effectiveness of management systems established during the project, to identify new ones and to foster adaptive management in the long term. Improving coordination and collaboration between and amongst NRM, wildlife management institutions, law enforcement agencies and other relevant stakeholders (including communities, academia, civil society, and private sector), will enhance the collective efficiency of investments being made into wildlife protection and ecosystems management. At the national level this collaboration will be maintained after the project because it is mainstreamed into the implementation of the National Anti-Poaching Strategy, which is being implemented by the National Anti-Poaching Steering Committee, which has political support from the Office of the President. The project will ensure that the legal provisions that need to be changed to enable the long-term survival of these coordinated efforts are made. At the Landscape level, empowering the Department of Land-Use Planning Unit (in both Districts) to encompass a broader range of stakeholders, to provide it with a secretariat and to place its leadership within the District Commissioners' offices will ensure continued operations, well beyond the project.
97. The project aims to increase systemic, institutional and individual capacities (measured across the UNDP score card), for the national institutions through which the project will be implemented. These capacities will contribute to managing the current threats and to monitor and manage emerging threats to the benefits delivered by the project. Increasing the capacity of institutions to arrest, prosecute and issue justice to criminals will, in particular, discourage poaching, wildlife poisoning and IWT. This will ensure **environmental sustainability**. Improving the benefits from CBNRM will be critical in restoring the peoples' cultural values which have conserved wildlife for hundreds of years. This will contribute to **social, environmental and financial sustainability** as the communities can manage threats to wildlife and ecosystems more cost effectively than parallel institutions which could be set up to manage the natural resources.
98. The use of economic valuation of ecosystems as the basis of making decisions on land use will advance the country towards balancing incentives and policies for economic activities that optimise ecological, socio and environmental outcomes – such as replacing livestock production with wildlife based economies in the Wildlife Management Areas. The project will make the point that wildlife based economy (via tourism) presents the best opportunity for the much-needed diversification of the Botswana economy – which will be weakened if the current loss of wildlife and their habitats continue. This will secure political support, guaranteeing continued management of threats to those benefits delivered by the project.
99. The project will use a gender strategy to guide project implementation to ensure that benefits are spread across all gender groups. In addition, it will facilitate the use of Community Based Adaptation Strategy to be used by the communities to monitor progression of vulnerability aspects of their livelihoods. Together with the strategy for compliance with the Social and Environmental Screening Procedure conducted during the project preparation (see Annex 6 for the SESP summary), these measures will secure **social sustainability**.
100. **Upscaling.** The lessons learned from the project via participatory M&E system will be made available nationally, regionally and globally for replication through the dissemination of project results, recommendations and experiences including demonstration of best practices. This will be achieved through developing and supporting a specific communication plan, which will include making project information available in a timely manner through e.g. the project quarterly bulletins, policy briefs, publications, and website; through GWP, UNDP, and GEF Program Frameworks, as well as through participation in international fora including CBD and UNCCD events. The project will take steps towards scaling up the on-site enforcement activities piloted through the project across the whole national protected area system.

## VI: Project Results Framework

**This project will contribute to the following Sustainable Development Goal (s):** the project largely contributes to SDG 15: *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and biodiversity loss*. The landscape approach to land use planning, adoption of holistic rangeland management and use of the environment funds to restore degraded lands, including eradication of invasive species and reversing bush encroachment will contribute to combating desertification, restoring degraded land and soil. Improving effectiveness of law enforcement agencies and wildlife management institutions will reduce poaching and wildlife crimes and secure threatened species. Restoring the effectiveness on CBNRM will restore incentives for indigenous communities to conserve wildlife. Using a gender strategy to guide project implementation will contribute to SDG5 - *Achieve gender equality and empower all women and girls*. The drive to balance livestock and wildlife based economic activities, the identification of at least 4 non-wildlife consumption based supply chains will contribute to creation of employment opportunities, contributing to SDG 8 - *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*. The project will also indirectly contribute to the following SDGs: Goal 1- Ending Poverty (affect rural development opportunities); Goal 2- Food Security (decrease wildlife as a source of protein for local communities); and Goal 16- Peaceful and Inclusive Development (increased levels of crime and insecurity); Goal 17- Means of Implementation and Partnerships (decrease national income).

**This project will contribute to the following country outcome included in the UNDAF/Country Program Document:** Improved environment, natural resources, climate change governance, energy access and disaster risk management.

**This project will be linked to the following output of the UNDP Strategic Plan:**

Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.

Output 2.5: Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation.

	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
<b>Project Objective:</b> To promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production	<b>Mandatory Indicator 1</b> (for <u>Output 2.5</u> ): Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	a) National strategy / protocol on inter-agency collaboration – 0 b) Inter-agency fora – 1 c) Joint Operations Centre (JOC) – 0 d) District fora – 0	a) National strategy on inter-agency collaboration – 1 b) Inter-agency fora – 3 c) Joint operations Centre (JOC) – 1 d) District fora – 2 Capacity scorecards for wildlife management institutions and law enforcement agencies over 40%	a) National strategy on inter-agency collaboration - 1 b) inter-agency fora – 3, fully functional <sup>31</sup> c) Joint operations Centre (JOC) – 1, fully functional d) District fora – 2, fully functional  Capacity scorecards for wildlife management institutions and law enforcement agencies over 50%	Wildlife management institutions and law enforcement agencies can overcome internal bureaucracies and find common ground with speed.  Ongoing review of the Wildlife Conservation and National Parks Act will align the act to the purposes of this project  Political will in terms of combating wildlife crime will continue during the entire project  That value chains not based on wildlife consumption can be identified and quickly operationalized.

<sup>31</sup> Fully functional under b, c and d mean that the legal provisions and capacities have been provided, hence capacity gaps identified during PPG have been addressed.

	<b>Mandatory indicator 2</b> (for Output 1.3.): Number of additional people (f/m) benefitting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas	0 (male/female)	200 (male: 100/female: 100)  800 (male: 400/female: 400)	500 (250male/ 250 female)  1500 (male: 750/female: 750)	That ecotourism ventures will be viable and truly involve local communities (in planning and execution, management and ownership of businesses);  No major drought or climate event such as floods
	<b>Indicator 3:</b> Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites	Annual average = 404 incidents  <ul style="list-style-type: none"> <li>Ghanzi = 165 incidents</li> <li>Kgalagadi = 239 incidents</li> </ul>	Reduce annual average number of incidents by 30% by the end of the project	Reduce average annual number of incidents by 50%	Farmers will overcome reluctance and adopt new livestock management systems introduced by the project.
<b>Outcome I:</b> Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)	<b>Indicator 4:</b> Rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife cases <sup>32</sup>	<ul style="list-style-type: none"> <li>i. Seizures / Arrests – 65 cases per year</li> <li>ii. Prosecutions – 89%</li> <li>iii. Convictions – 11%</li> <li>iv. Pending cases – 75%</li> <li>v. Wildlife deaths from poisoning - tbd</li> </ul>	<ul style="list-style-type: none"> <li>i. Seizures - Reduce by 40% (should increase instead by about 25% during the first 2 years or so due to improved patrol effort)</li> <li>ii. Prosecutions - Increase to 95% (marginal increase first 2 years as training and building capacity occurs on investigations gets underway)</li> <li>iii. Convictions - Increase to 30 %</li> <li>iv. Pending cases - Reduce to 50%</li> <li>v. Wildlife deaths from poisoning - Reduce by 30%</li> </ul>	<ul style="list-style-type: none"> <li>i. Seizures - Reduce by 80%</li> <li>ii. Prosecutions - Increase to 95%</li> <li>iii. Convictions - Increase by 85 %</li> <li>iv. Pending cases - Reduce to less than 25%</li> <li>v. Wildlife deaths from poisoning - Reduce by 75%</li> </ul>	<p>Capacity of national law enforcement institutions will increase as a result of support provided by the project.</p> <p>Government provides enough funding to law enforcement agencies to fight IWT effectively</p>

<sup>32</sup> DWNP does not have a database for poaching information: HWC data captured in MOMS, hence the recommendation for this project to extend MOMS to include poaching. The country is subdivided into independent operational zones exclusively assigned to different security agencies who in most cases keep poaching data to themselves (hence the need for a JOC). The 2008 data likely underestimates 2016 poaching levels because so many factors have changed since then notably heightened poaching, ban on hunting and intensified patrol effort which now incorporates other security agencies. The database on poaching will be established and baseline updated during the inception period.

	<b>Indicator 5:</b> Capacity of wildlife management institutions and law enforcement agencies to tackle IWVT (UNDP Capacity Scorecard)	28%	40%	50%	
Outcome 2: Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape	<b>Indicator 6:</b> Number of value chains and ecotourism ventures operationalized	0	At least 2	4	Increased returns from CBNRM and value chains will overcome the current animosity towards wildlife and community perception that the government is prioritizing wildlife conservation and beef industry over their livelihood needs
	<b>Indicator 7:</b> Percentage increase in incomes derived from ecotourism and value chains	Minimal – to be confirmed during inception	10 % increase over baseline in incomes from CBNRM (40% of beneficiaries are women)	25 % increase over baseline in number of households	
	<b>Indicator 8:</b> Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions	Minimal (confirmed at inception)	At least 60 (equal numbers of male and female)	At least 200 (equal numbers of male and female)	Communities appreciate the importance of their participation in wildlife management and monitoring and reporting of wildlife crime

<p>Outcome 3: Integrated landscape planning in the conservation areas and SLM practices in communal lands secures wildlife migratory corridors and increased productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem</p>	<p><b>Indicator 9:</b> Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KD1, 2, GH 10, 11)</p>	<p>0 (WMA boundaries have been approved but formal gazettement process has not begun)</p>	<p>a) Integrated land use management plan ready by MTR phase</p> <p>Land use plans for the WMAs ready</p>	<p>Nomination files for 500,000 hectares of WMAs covering wildlife corridors submitted for gazettement</p>	<p>All stakeholders, including district authorities, MENT (DWNP) and Ministry of Lands and Water agree to the cabinet decision recently passed to define the boundaries of WMAs and collaborate to formally have these gazetted.</p> <p>No bureaucratic delays to the submission of nomination files and eventual gazettement</p>
	<p><b>Indicator 10:</b> Area of community lands integrating SLM practices</p>	<p>0 (to be confirmed at inception)</p>	<p>30,000 hectares</p>	<p>100,000 hectares</p>	<p>No bureaucratic delays to project start up;</p> <p>No unusual climate event (drought, floods)</p>
	<p><b>Indicator 11:</b> Yields of three lead/most commonly grown crops</p>	<p>Confirmed at inception</p>	<p>20% increase in yields over baseline value</p>	<p>40% increase in yields over baseline value</p>	<p>No unusual climate event (drought, floods)</p>
	<p><b>Indicator 12:</b> Functionality of integrated landscape land use planning and management framework</p>	<p>DLUPU exist, but:</p> <ul style="list-style-type: none"> <li>i. Budget – in-kind (exact amounts to be established at inception);</li> <li>ii. Representation across stakeholders – limited to one type of stakeholder (government institutions), excludes communities, academia, CSO;</li> <li>iii. Secretariat – 0 Comprises members of staff from different departments and leadership not</li> </ul>	<p>DLUPU:</p> <ul style="list-style-type: none"> <li>i. Budget provision increases to meet 40% of ideal budget (actual amount determined at inception);</li> <li>ii. Representation across stakeholders – include 4 types of stakeholders (Gov, communities, academia, CSO)</li> <li>iii. Secretariat – PMU acting as secretary and District Commissioner’s office is involved in the leadership of DLUPU</li> </ul>	<p>DLUPU:</p> <ul style="list-style-type: none"> <li>i. Budget allocation meeting over 50% of budget needs (actual amount determined at inception)</li> <li>ii. Membership includes 4 types CSO, communities, academia) and 4 Ministries.</li> <li>iii. Has a standing and funded secretariat</li> </ul>	<p>NRM institutions will overcome internal bureaucracies and inter-intuitional suspicions with speed;</p> <p>Political will exists or can be built to use economic valuations of ecosystems services to influence land use decisions – and to balance policies and subsidies between land use options that deliver optimize economic, socio and ecological outcomes;</p> <p>No natural disasters such as droughts, fires, etc. weaken bush encroachment and invasive species clearance and use commercially.</p>

		integrated into the district commissioners office;			
	<b>Indicator 13:</b> Capacity scores for NRM institutions (DWNP, DFRR, DEA)	Aggregate Scores on UNDP capacity Score Card of less than 30%	Aggregate Scores on UNDP capacity Score Card of at least 40%	Aggregate Scores on UNDP capacity Score Card of at least 50%	
<b>Component/ Outcome 4:</b> Gender mainstreaming, Lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of upscaling.	<b>Indicator 14:</b> % of women participating in and benefiting from the project activities	To be determined at inception	20%	50%	Traditions and cultural values allow gender mainstreaming  Lessons well synthesized and effectively shared
	<b>Indicator 15:</b> Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects	0	2	5	Government of Botswana welcomes broad participation of organizations in M&E activities  Other stakeholders are interested to participate in the M&E

Table 10: The Proposal: Evolution of District Land-use Planning Unit (DLUPU) Composition

	<b>1997</b>	<b>2013 Option 0</b>	<b>2016 Option 1 (Institutional mainstreaming)</b>	<b>2017 Option 2 (SLM Project Pilot adaptive management)</b>
1	District Officer (chairing)	Land Board Secretary (chairing)	District Officer (Development) (Co-Chairing)	District Officer (Development) (Chairing)
2	Senior Land Officer (Secretary)	Senior Lands Officer (Secretary)	Land Board Secretary (Co-Chairing)	Land Board Secretary (Co-chairing)
3	Council Physical Planner	Council Physical Planner	District Environmental Coordinator	Drylands Project Management Unit (Secretariat)
4	Land Use Officer Range Ecologist (Agric)	Range Ecologist (Animal Production)	Senior Lands Officer (Secretary)	District Environmental Coordinator (overseeing the secretariat)
5	Council Planning officer	Council Planning officer (economic)	Range Ecologist (Animal Production)	Council Physical Planner
6	Land Board Secretary	District Officer (Development)	Council Planning officer (economic)	Range Ecologist (Animal Production)
7	District Agricultural Officer	Land Use Officer (Crops)	Council Physical Planner	Council Planning officer (economic)
8	Game Warden	Wildlife Biologists (DWNP Research)	Land Use Officer (Crops)	Senior Lands Officer
9	Animal Health and Production Officer	Scientific Officer (Veterinary Services)	Wildlife Biologists (DWNP Research)	Land Use Officer (Crops)
10	Secretary to the District Conservation committee	Secretary to the District Conservation committee (DFRR)	Scientific Officer (Veterinary Services)	Wildlife Biologists (DWNP Research)
11		Range Ecologist (DFRR)	Secretary to the District Conservation committee (DFRR)	Scientific Officer (Veterinary Services)
12		District Tourism Officer	Range Ecologist (DFRR)	Secretary to the District Conservation committee (DFRR)
13		Tourism Development Officer (BTO)	District Tourism Officer	Range Ecologist (DFRR)
14		District Environmental Coordinator (DEA)	Tourism Development Officer (BTO)	District Tourism Officer
15			CBO & NGO Representatives	Tourism Development Officer (BTO)
16			Business Botswana (private sector)	CBO & NGO Representatives
17			HATAB (Tourism sector)	Business Botswana (private sector)
18			Research Institutions (Private & Public)	HATAB (Tourism sector)
19				Research Institutions (Private & Public)



## VII. Monitoring and Evaluation (M&E) Plan

- I01. Project implementation will be monitored annually and evaluated periodically to ensure the project achieves the stated results effectively. This will be done via implementation of *Outcome 4: Gender Mainstreaming, Lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of upscaling.*
- I02. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies<sup>33</sup>.
- I03. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.<sup>34</sup>

### *M&E Oversight and monitoring responsibilities:*

- I04. **Project Manager:** The Project Manager will be responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.
- I05. The Project Manager will develop annual work plans based on the multi-year work plan included in Annex I, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc.) occur on a regular basis.
- I06. **Project Board:** The Project Board will provide high level policy support to the PMU and take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

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33 See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)

34 See [https://www.thegef.org/gef/gef\\_agencies](https://www.thegef.org/gef/gef_agencies)

107. **Project Implementing Partner:** The Implementing Partner will be responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used by and generated by the project supports national systems.
108. **UNDP Country Office:** The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the independent mid-term review and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.
109. The UNDP Country Office will be responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This will include ensuring that: i) UNDP Quality Assurance Assessment is undertaken annually; ii) annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; iii) ATLAS risk log is updated regularly; and, iv) the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.
110. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).
111. **UNDP-GEF Unit:** Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.
112. **Audit:** The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.<sup>35</sup>

*Additional GEF monitoring and reporting requirements:*

113. **Inception Workshop and Report:** A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:
- a. Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
  - b. Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
  - c. Review the results framework and finalize the indicators, means of verification and monitoring plan;
  - d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFF in M&E;

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<sup>35</sup> See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

- e. Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
  - f. Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
  - g. Plan and schedule Project Board meetings and finalize the first year annual work plan.
114. The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.
115. **GEF Project Implementation Report (PIR):** The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Adviser will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.
116. The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.
117. **Lessons learned and knowledge generation:** Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally (GWP and other programmes).
118. **GEF Focal Area Tracking Tools:** The Global Wildlife Programme (GWP) GEF-6 Tracking Tool will be used to monitor global environmental benefits of the project results. The baseline/CEO Endorsement GWP GEF Tracking Tool – submitted in Annex 4 to this project document – will be updated by the Project Manager/Team and shared with the mid-term review consultants and terminal evaluation consultants before the required review/evaluation missions take place. The updated GWP GEF Tracking Tool will be submitted to the GEF along with the completed Mid-term Review report and Terminal Evaluation report.
119. **Independent Mid-term Review (MTR):** An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3<sup>rd</sup> PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Centre (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available

from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

120. **Terminal Evaluation (TE):** An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Centre](#). As noted in this guidance, the evaluation will be ‘independent, impartial and rigorous’. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publicly available in English on the UNDP ERC.
121. The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.
122. **Final Report:** The project’s terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Table 11: Mandatory GEF M&E Requirements and M&E Budget

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[1] (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	USD 10,000	None	Within two months of project document signature

Inception Report	Project Manager	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager/ M&E expert	Per year: USD 4,000 (4,000 x 5 years= \$20,000)	None	Annually
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	Per year: USD 4,000 (4,000 x 5 years= \$20,000)	None	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation (Component 4)	Project Manager/ M&E expert	USD 50,000	None	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None	None	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	None for time of project manager, and UNDP CO	None	Costs associated with missions, workshops, BPPS expertise etc. can be charged to the project budget.
Project Board meetings	Project Board UNDP Country Office Project Manager	Per year: USD 2,000 (5 x 2,000 =\$10,000)	None	At minimum annually
Supervision missions	UNDP Country Office	<a href="#">None[2]</a>	None	Annually

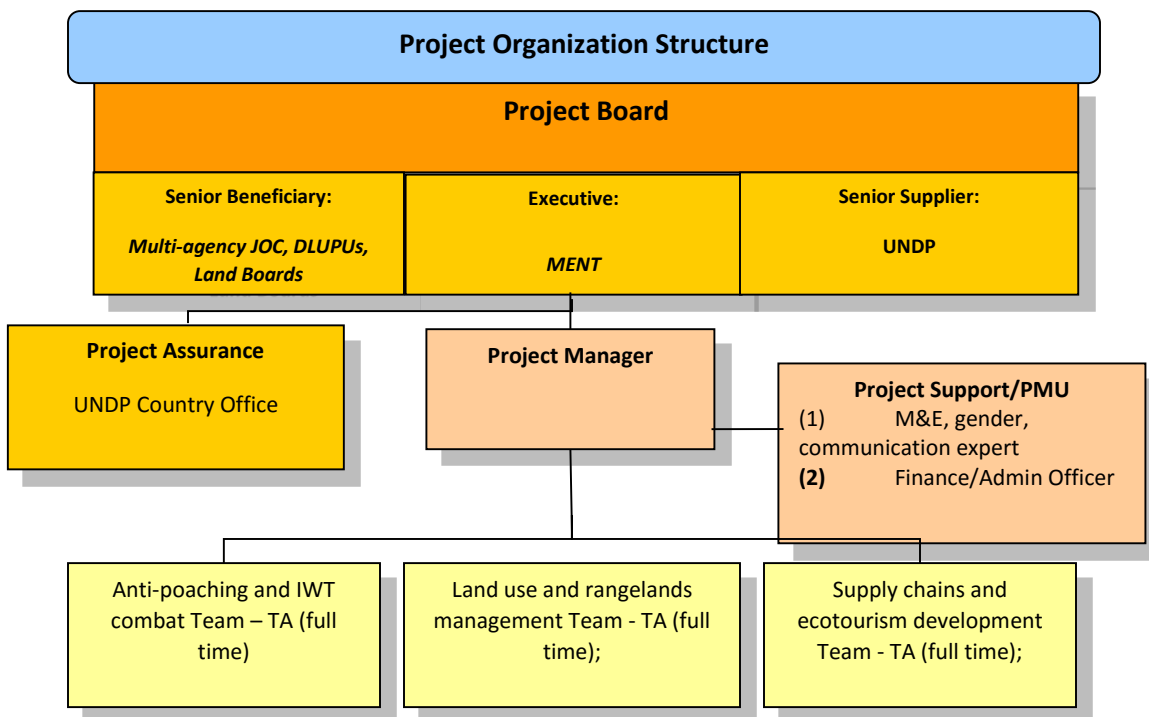
Oversight missions	UNDP-GEF team	None[3]	None	Troubleshooting as needed
GEF Secretariat learning missions'/site visits	UNDP Country Office and Project Manager and UNDPGEF team	None	None	To be determined.
Mid-term GEF Tracking Tool to be updated	Project Manager/ M&E expert	USD 5,000	None	Before mid-term review mission takes place.
Independent Mid-term Review (MTR) and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 40,000 (for both International and Local consultants )	None	Between 2 <sup>nd</sup> and 3 <sup>rd</sup> PIR or in the 3 <sup>rd</sup> year
Terminal GEF Tracking Tool to be updated	Project Manager/ M&E expert	USD 5,000	None	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	USD45,000 (for both International and Local consultants )	None	At least three months before operational closure
Translation of MTR and TE reports	UNDP Country Office	None	None	Not applicable
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		USD 205,000 = 3.4% of overall GEF budget		

### VIII. Governance and Management Arrangements

123. **Roles and responsibilities of the project's governance mechanism:** The project will be implemented following the National Implementation Modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Botswana, and the Country Programme.
124. The **Implementing Partner** for this project is the Ministry of Environment, Natural Resources Conservation and Tourism, led by the Department of Environmental Affairs (i.e. the Project Management Unit will be housed at DEA). DEA's mandate is to coordinate conservation actions across

ministries and departments, and the development of coordination structures (e.g. dryland framework management plan, working with land boards/councils regarding land zoning and spatial planning outside parks etc.) comprises the majority of the project deliverables. However DEA will work in close collaboration with the Department of Wildlife and National Parks (DWNP) and the Department of Forestry and Range Resources (DFRR) as well as Local Authorities (Land Boards and Councils). The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and ensuring the effective use of UNDP resources. The project organisation structure is presented in the figure below.

Figure 5: Project Organisation Structure



125. The **Project Board** (also called Project Steering Committee) will be responsible, through consensus, for making management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case of failure to reach consensus within the Board, final decision shall rest with the UNDP Programme Manager (i.e. the Resident Representative). The terms of reference for the Project Board are contained in Annex 5. The Project Board is comprised of representatives from the following institutions: Ministry of Environment, Natural Resources Conservation and Tourism (MENT), Department of Environmental Affairs (DEA), Department of Forestry and Range Resources (DFRR), Ministry of Agriculture, Land Boards from Ghanzi and Kgalagadi, Botswana Tourism Organization, University of Botswana, Livestock/Game Ranchers, Community Groups, NGOs.

126. The **Project Manager** will run the project on a day-to-day basis on behalf of the Implementing Partner within the limitations laid down by the Board. The Project Manager function will end when the final project terminal evaluation report and corresponding management response, and other documentation required by the GEF and UNDP, has been completed and submitted to UNDP (including operational closure of the project). The TORs of the PM are included in Annex 5.
127. The **project assurance** role will be provided by the UNDP Country Office, specifically the head of the Environment & Energy Unit of the UNDP Botswana Office. Additional quality assurance will be provided by the UNDP Regional Technical Advisor for Ecosystems and Biodiversity as needed.
128. **Governance role for project target groups:** As explained in the Project Board section, it is recommended that representatives of the community groups be part of the project board. Further representation, where needed will be from the elected leaders and Chiefs, especially at the landscape level. Other groups will be NGOs working in the landscape, relevant civil society groups and academia, especially the University of Botswana.
129. **UNDP Direct Project Services as requested by Government:** UNDP has been requested by the government to provide direct project services for this project, relating to procurement of goods and services for establishing the Project Management Unit and recruiting consultants during the life of the project. These services, and their cost, have been outlined in the Letter of Agreement (see Annex 13) to be signed between government and UNDP, prior to the signing of the PRODOC between UNDP and government.
130. **Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information:** In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy<sup>36</sup> and the GEF policy on public involvement<sup>37</sup>.
131. **Project management:** The Project Manager will be supported by a Gender, M&E and Communications Specialist and a Finance & Admin Officer, and together they form the Project Management Unit (PMU). The PMU will be housed within DEA. The TORs for all key staff are included in Annex 5. Additionally, the PMU will be supported by Component Managers, which could take the form of a CSO or an NGO, contracted during project implementation. Additionally, the project will deliver Component 3 through a contract with an NGO/CSO consortium; as per UNDP policies, if the NGO/ CSO is a contractor of a UNDP project, this is a procurement decision made later on the basis of a competitive bidding exercise. The rationale for exploring this option would be: (i) to build on the infrastructure, networks and expertise of NGOs/CSOs already operating in the project area; and (ii) enable the PMU and its contracted NGO/CSO consortium to reach as much of the geographic expanse of the project areas, through using the project staff of the NGO/CSO consortium, at more cost-effective price than would have otherwise been possible through individuals. The ToR for the Component Managers (CMs) are also included in Annex 5. The ToR for the Component Managers may be combined where necessary to reduce delays from procurement.
132. Notably all project staff will be recruited by UNDP, with input from the MENT executive and the GEF OFP. **Linkages with SGP.** The project, through the GEF/SGP will fund, through grants, proposals prepared and submitted by CSOs. This modality is different from the contract with NGO/CSO consortium (who have specific deliverables under component 3) as it provides an opportunity to CSOs to design proposals themselves, in the form of micro-capital grants from US\$50,000 up to \$150,000.

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36 See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

37 See [https://www.thegef.org/gef/policies\\_guidelines](https://www.thegef.org/gef/policies_guidelines)



Specifically, the project manager, in consultation with UNDP, MENT executive and the Project Steering Committee/board, will identify priority thematic areas within (Component 1 and 2), that could be best realised through CSO implementation, and the concomitant budget; the GEF/SGP would then be allocated the resources for these projects, for advertisement, adjudication, Memorandum of Agreement finalisation and project supervision, as per the SGP operational guidelines (e.g. with the Technical Advisory Committee and the National Steering Committee) reviewing, approving and supervising awarded CSO projects. As with the outsourcing of Component 3 to an NGO/CSO consortium, this GEF/SGP modality is meant to mobilise a much greater network of agencies that could help supervise project activities on the ground, so as to enhance overall impact.

## IX. Financial Planning and Management

133. The total cost of the project is USD 28,496,789, out of which GEF contributes USD 5,996,789; UNDP contributes USD 1,000,000 in in-kind co-financing, while government of Botswana contributes USD 21,000,000 to be provided by the Government of Botswana (\$15million from the Ministry of Environment, Natural Resources Conservation and Tourism and \$6,000,000 from the Ministry of agriculture). Birdlife Botswana will contribute US\$ 500,000 in kind through parallel project interventions that contribute to the overall objective of this project. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and any cash co-financing transferred to UNDP bank account only.

134. **Parallel co-financing:** The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows:

Table 12: Table of Co-Finance

Co-financing source	Co-financing type	Amount (\$)	Planned activities/Outputs	Risks	Risks Mitigation Measures
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GEF Agency - UNDP	In-kind	1,000,000	Financial support and technical advice and training/ capacity building for all of Component 1 and aspects of Component 3. UNDP is supporting the development of a Local Economic Development Framework for four (4) districts in Botswana, including the Kgalagadi. UNDP is also supporting the developing the development of a National Strategy for Sustainable Development. These two main technical processes are support through the services of two senior UNDP technical advisors whose contributions will extend to relevant aspects of this project for 4 years.	Budgetary constraints within UNDP.	Ensure activities related to this project are included in the UNDP Annual Work Plan for the Environment Unit.
Recipient Government - Ministry of Environment, Natural Resources Conservation and Tourism (MENT)	Grants	15,000,000	Office space for PMU at the project site; coordination of other government institutions and local authorities. Financing on capacity building for land use planning and CBNRM – related activities (all outputs under component/ outcome 2), also technical, financial and HR support for all outputs under component/outcome 1.	Budgetary constraints lead to diversion of resources away from the project interventions.	MENT is the GEF Focal Point within government. UNDP will continue to nature the relationship with MENT through government-UN cooperation structures.
Recipient Government - Ministry of Agriculture	Grants	6,000,000	Financial/technical/ human resources (staff) support for all activities related to rangeland and livestock/ pastoral management, including training of farmers. Output 2.1 and 2.4.	Budgetary constraints within government may shift resources away from the project	Continued engagement with the MOA senior management in Gaborone on the importance of this project

Civil Society Org - Birdlife Botswana	In-kind	200,000 (plus an additional \$300,000) through Birdlife Botswana activities currently ongoing in the project area.	Financial/technical contributions for aspects of component/ outcome 3 and component/ outcome 4 through linkages to site- level activities as outlined in the co- financing letter.	Discontinuation of NGO activities in the project area	Birdlife Botswana is a trusted partner to government and also receives individual membership subscriptions and has been successful in fund-raising from international partners for community- level conservation and SLM projects, so it is expected that it will be operational in Botswana for some time to come.
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135. **Budget Revision and Tolerance:** As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.
136. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).
137. **Refund to Donor:** Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.
138. **Project Closure:** Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.<sup>38</sup> On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.
139. **Operational completion:** The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the

38 see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

140. **Financial completion:** The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

141. The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

## X. Total Budget and Work Plan

### Total Budget and Work Plan

<b>Atlas Proposal or Award ID:</b>	100918	<b>Project ID</b>	103617												
<b>Atlas Proposal or Award Title:</b>	Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands														
<b>Atlas Business Unit</b>	BWA10														
<b>Atlas Primary Output Project Title</b>	Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands														
<b>UNDP-GEF PIMS No.</b>	5590														
<b>Implementing Partner</b>	Ministry of Environment, Natural Resources Conservation and Tourism														
<b>GEF Outcome/Atlas Activity</b>	<b>Responsible Party/Implementing Agent</b>	<b>Fund ID</b>	<b>Donor Name</b>	<b>Atlas Budgetary Account Code</b>	<b>ATLAS Budget Description</b>	<b>Amount Year 1 (USD)</b>	<b>Amount Year 2 (USD)</b>	<b>Amount Year 3 (USD)</b>	<b>Amount Year 4 (USD)</b>	<b>Amount Year 5 (USD)</b>	<b>Amount Year 6 (USD)</b>	<b>Amount Year 7 (USD)</b>	<b>Total (USD) New</b>	<b>See Budget Note:</b>	
<b>Outcome I: Increased national capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)</b>	<b>MENT</b>	<b>62000</b>	<b>GEF TF</b>	71300	National consultants	0	12,000	12,000	24,000	10,000	5,000	0	63,000	1	
				72305	Materials and Good	0	200,000	354,000	400,000	171,000	0	0	1,125,000	2	
				72100	Contractual Services-Companies	0	5,000	100,000	55,000	0	0	0	160,000	3	
				75700	Training, Workshops and Conferences	0	22,278	50,000	50,000	50,000	50,000	50,000	14,000	236,278	4
					Travel	500	10,000	20,000	24,500	16,000	7,000	2,000	80,000	5	
				<b>Sub Total Outcome I</b>						<b>500</b>	<b>249,278</b>	<b>536,000</b>	<b>553,500</b>	<b>247,000</b>	<b>62,000</b>

<b>Outcome 2: Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape</b>	<b>MENT</b>	<b>62000</b>	<b>GEF TF</b>	72100	Contractual Services- Companies	0	35,000	150,000	150,000	15,000	0	0	350,000	6
				72305	Materials and Goods	0	0	300,000	400,000	400,000	78,000	0	1,178,000	7
				71400	Contractual Services - Individ	0	7,000	13,000	13,000	13,000	13,000	13,000	72,000	8
				71600	Travel	500	2,500	10,000	10,000	10,000	10,000	7,000	50,000	9
				75700	Training, Workshops and Confer	0	25,000	50,000	75,000	35,000	15,000	0	200,000	10
				<b>Sub Total Component 2</b>		<b>500</b>	<b>69,500</b>	<b>523,000</b>	<b>648,000</b>	<b>473,000</b>	<b>116,000</b>	<b>20,000</b>	<b>1,850,000</b>	
<b>Outcome 3: Integrated landscape planning in the conservation areas and SLM practices in communal lands secures wildlife migratory corridors and increased productivity of rangelands...</b>	<b>MENT</b>	<b>62000</b>	<b>GEF TF</b>	71400	Contractual Services - Individuals	12,000	66,000	66,000	66,000	66,000	66,000	28,000	370,000	11
				72300	Materials and Goods	0	30,000	250,000	300,000	300,000	250,000	30,000	1,160,000	12
				75700	Training, Workshops and Confer	0	50,000	80,000	80,000	80,000	50,000	10,000	350,000	13
				71600	Travel	1,000	10,000	30,000	30,000	30,000	15,000	4,000	120,000	14
				<b>Sub Total Component 3</b>		<b>13,000</b>	<b>156,000</b>	<b>426,000</b>	<b>476,000</b>	<b>476,000</b>	<b>381,000</b>	<b>72,000</b>	<b>2,000,000</b>	
<b>Outcome 4: Gender mainstreaming,</b>	<b>MENT</b>	<b>62000</b>	<b>GEF TF</b>	72100	Contractual Services- Companies	0	15,000	35,000	0	0	0	0	50,000	15

Lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of upscaling.				74100	Professional Services	0	0	38,000	0	0	0	49,900	87,000	16
				72510	Publications	0	1,000	2,000	3,000	4,000	2,000	7,950	19,950	17
				71600	Travel	0	7,000	7,000	7,000	7,000	7,000	5,000	40,000	18
				<b>Sub Total Component 4</b>		<b>0</b>	<b>23,000</b>	<b>82,000</b>	<b>10,000</b>	<b>11,000</b>	<b>9,000</b>	<b>61,950</b>	<b>196,950</b>	
Project Management	MENT	62000	GEF TF	71400	Contractual Services - Individ	4,000	24,000	24,000	24,000	24,000	24,000	20,000	144,000	19
				72200	Equipment and Furniture	0	50,000	6,000	1,000	1,000	1,000	0	59,000	20
				74200	Audio Visual&Print Prod Costs	0	7,000	6,000	2,000	1,561	1,000	0	17,561	21
				72500	Office supplies	3,000	4,000	3,000	3,000	5,000	1,000	0	19,000	22
				74100	Professional Services	0	3,000	3,000	3,000	3,000	3,000	0	15,000	23
				75700	Training, Workshops and Conferences	0	2,000	4,491	3,000	3,000	2,000	2,000	16,491	24
				74598	Direct Project Cost	500	4,414	3,698	2,507	2,118	964	308	14,509	25
				<b>Sub Total Project management</b>		<b>7,500</b>	<b>94,414</b>	<b>50,189</b>	<b>38,507</b>	<b>39,679</b>	<b>32,964</b>	<b>22,308</b>	<b>285,561</b>	
<b>GRAND TOTAL</b>						<b>21,500</b>	<b>592,192</b>	<b>1,617,189</b>	<b>1,726,007</b>	<b>1,246,679</b>	<b>600,964</b>	<b>192,258</b>	<b>5,996,789</b>	

**Budget notes:**

Note	Explanation
1-5	<p>Outcome I budget will support the finalization of the national strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime, and establish capacities and institutions to support its implementation. Capacity strengthening support will also be provided to district level wildlife management and law enforcement agencies to implement provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts (support to COBRA and clean-up campaigns). This budget is in support of Outputs 1.1 and 1.2.</p> <p>The budget will be used for the following:</p> <ol style="list-style-type: none"> <li>1. <i>Contractual Services – Individuals:</i> This budget will be used to hire the services of a national consultant to facilitate the consultations and other activities needed to finalize the strategy and start its implementation as per Output 1.1. The consultant will also facilitate the review of relevant laws to ensure revision to allow implementation of the strategy, and facilitate collaboration with neighbouring countries and develop at least two agreements on cross-border collaboration on combating wildlife crimes. The budget will also support the consultations required to implement these three key activities. <b>The budget for this item under Outcome I is \$63,000.</b></li> <li>2. <i>Materials and goods:</i> To support work under Output 1.1, this budget will be used to establish six District Intelligence Diffusion Centres (IDCs) to support and feed into the Joint Operations Centre (Maun, Francistown, Kasane, Ghanzi, Kgalagadi and an adhoc location) and provide resources to operationalize the IDCs (roughly US\$50,000 each); equip the National Veterinary Laboratory to utilize wildlife forensic science in the fight against wildlife crimes (about US\$ 100,000) and support coverage and effectiveness of the COBRA and clean-up campaigns. The budget for this is \$570,000. To support work under Output 1.2, an additional \$555,000 will be used to purchase materials and goods needed to: i) Support Anti-poaching Unit of DWNP to establish four additional Forward Operating Bases (FOBs) in wildlife crime hotspots – two in Kgalagadi district and two in Ghanzi District, and increase resources, equipment and technologies to enable the patrol units to intensify covert and overt operations; ii) Support DWNP to set up additional permanent or semi-permanent operations such a roadblocks at strategic locations to complement the current roadblocks at the gate at Kuke Veterinary Cordon fence and sporadic vehicle checkpoint close to the Lone tree Anti-Poaching Camp; iii) Capacitate the Narcotics, Fauna and Flora unit of the Botswana Police Services, and the DWNP staff who support the unit by providing resources such as vehicles and camping equipment, required for effective performance). <b>The total budget for materials is goods under Outcome I is \$1,125,000.</b></li> <li>3. <i>Contractual Services – Companies:</i> To support work under Output 1.1, this budget will be used to hire the services of a local company or capable CSO to work with the Botswana Police College and the Botswana Wildlife Training Institute to: i) develop and implement training programs for the Fauna and Flora Division of the Botswana Police Service (BPS), the Law Enforcement Division of the Department of Wildlife and National Parks (DWNP) and the Directorate of Public Prosecutions (DPP) to investigate arrest and prosecute wildlife crimes; ii) Identify the challenges to quick handling of cases related to wildlife crime</li> </ol>



	<p>by the courts and design a program to speed up the processes, including identifying sustainability measures. <b>The total for this item is \$160,000.</b></p> <p>4. <i>Training, workshops and conferences:</i> This budget will support training and workshops required to implement this outputs 1.1, and 1.2 – this will include workshops to consult the different stakeholders on the content of the national strategy on inter-agency collaboration and to review of relevant laws and regulations relevant for addressing wildlife crime. Workshops and consultations will also be held to facilitate collaboration with neighbouring countries and develop at least two agreements on cross-border collaboration on combating wildlife crimes. Training will be provided to the relevant district level institutions (wildlife management and enforcement and other deemed relevant), for example customized training, including on wildlife crime investigations, evidence handling and forensic case management as will be defined through work to be undertaken under budget note 1. Part of this budget will also cover the costs of awareness-raising campaigns on combatting wildlife crime, to be carried out by DWNP. <b>The total budget for training under Outcome 1 is \$236,278.</b></p> <p>5. <i>Travel:</i> This budget will be used to support all travel related to the implementation of activities under Outcome 1. <b>The total for this item is \$80,000 over the 7 years of project implementation.</b></p> <p><b>The total budget for Outcome is \$1,664,278.</b></p>
6-10	<p>Outcome 2 will support the identification and support to implementation of incentives and systems for community-level action on wildlife protection and conservation through increased benefit-sharing from the wildlife economy and sustainable utilisation of non-wildlife natural resources for improved livelihoods in the Kalahari’s dry landscape. The component will support the development of value chains and ecotourism businesses as well as the reduction of human-wildlife conflict as a way of reducing competing land uses in the landscape and increasing financial benefits from biodiversity conservation for local communities. This budget will support Outputs 2.1 and 2.2.</p> <p>6. The budget will be used as follows: <i>Contractual Services – Companies:</i> In line with planned activities under Output 2.1, this budget will be used to hire the services of two companies or institutions or CSOs with relevant technical competencies in: i) value chain development; and ii) ecotourism development. The budget will therefore support value chain/ecotourism potential analysis and economic/financial feasibility studies to determine the viability of the different value chains and support their development as appropriate. The process will involve support to a participatory supply chain diagnosis, planning and implementation to analyse the constraints and opportunities in the development of local supply to an off-taker, using the African Agribusiness Supplier Development Programme (AASDP), an approach developed by the African Markets for Inclusive Markets, a unit under UNDP’s Inclusive Growth and Sustainable Development Cluster. Each entity will identify the specific steps needed to support producers and resource user groups to engage with the supply chains and the potential ecotourism businesses. The budget for support this item is \$250,000.</p> <p>To support work under Output 2.2, an additional \$100,000 will support hiring of the services of two entities (company, institution or CSO) to carry out planned under Output 2.2: i) undertake research into and identify locally relevant strategies</p>

	<p>for reducing human wildlife conflict; and to facilitate their adoption by affected communities in the two districts; (ii) Facilitate formation and operationalization of a local level multi stakeholder forum on biodiversity management and conservation, including community policing/rangers. An additional amount will be used to support the DWNP to revive the public education section of the Environmental/ Conservation Education department of DWNP. It will design an awareness raising strategy to inform the communities, CSOs and academia of the importance of, and the benefits of their involvement/engagement in assisting authorities in combating wildlife crimes.</p> <p><b>The total budget for this item is \$350,000 over the life of the project.</b></p> <p>7. <i>Materials and Goods</i>: This allocation will support the purchase of materials and goods needed for the actualization of the supply chains and potential ecotourism development as well as for addressing HWC and wildlife crime in the district. A small part of this budget will also be spent on purchasing communications, public education and awareness-raising materials and goods to support the DWNP’s activities on addressing HWC and wildlife crime. Procurement will follow a clear plan developed under budget note 6. <b>The total allocation towards this item is \$1,178,000.</b></p> <p>8. <i>Contractual Services – Individuals</i>: This budget will finance a national consultant, who will be hired to coordinate the implementation of the identified value chains and ecotourism development initiatives under Output 2.1. The consultant will coordinate and channel technical support from all relevant departments and technical institutions, coordinate training and other operational matters. <b>The costs of this item is \$72,000 to be spent in the last 6 years of implementation.</b></p> <p>9. <i>Travel</i>: This allocation will support all travel required to implement activities under this outcome. <b>The budget for travel under this outcome is \$50,000 over the 7 years of implementation.</b></p> <p>10. <i>Training, workshops and conferences</i>: This allocation will support training of communities and potential business people required to successfully implement this output as well as on the implementation of the HWC strategies and the participation of community groups in the local level multi-stakeholder forum on biodiversity conservation – especially for community policing/rangers. \$140,000 will support training under Output 2.1, while the remaining \$60,000 will support training under Output 2.2. <b>Total budget for training is therefore \$200,000.</b></p> <p><b>The total budget for Outcome 2 is therefore \$1,850,000.</b></p>
11-14	<p>Outcome 3 will support the resuscitation of CBNRM approaches to implement landscape planning and SLM in communal lands in order to secure wildlife conservation, primarily through the setting aside of wildlife migratory corridors and to support increased productivity of rangelands and as a result reducing competition between land-uses (i.e. wildlife conservation and agro-pastoral livelihood activities) in these communal spaces; Output 3.1 will establish and start the implementation of strategies for communities, CSOs and academia to collaborate with law enforcement agencies in order to increase appreciation of wildlife conservation in local economic development, reduce HWC and increase local level participation in combatting wildlife crimes in the two districts; Output 3.2 will put approximately 500,000 ha of conservation area under improved management with formally recognized WMAs protecting</p>

wildlife migratory corridors and managed in line with biodiversity conservation principles (KDI/KD2 and GH11); and Output 3.3 will support activities that will bring approximately 100,000 ha of community lands around the Protected Areas (east of KDI and east of KDI5/Bokspits) under improved community rangeland management and pastoral production practices.

The budget will be used as follows:

11. *Contractual Services – Individuals*: This budget will be used to hire the services of a Chief Technical Advisor to support the District NRM Teams with the implementation of outcome 3 activities. The CTA will be responsible for: i) facilitating development of one overall integrated Landscape management plan for the areas within and connecting WMAs covering about 0.5 million hectares; ii) Supporting the preparation and submission of nomination files for the gazettment of WMAs; iii) Development/revision of WMA management plans covering relevant sections of KDI, 2 and GH 10 and 11; iv) development and use of a Land Use Conflict Identification System (LUCIS), integrated into the Land Boards systems as per activities planned under Output 3.1. In line with activities planned under Output 3.2, technical advice will also be provided to support the relevant technical departments to facilitate the development and implementation of the following: i) rangeland rehabilitation programs (including bush control, rehabilitating degraded pasture), linking bush clearance to income generating activities; ii) holistic range management program; iii) community based adaptation strategies for 10 villages, including identification of climate smart agriculture; iv) community based fire management strategies for 10 villages, linking implementation to existing national and international environment funds. Support will also be provided to DLUPU to expand its current SLM/NRM coordination mechanism to become more inclusive and effective; ii) design an SLM Financing Strategy, and mobilise resources to support SLM/NRM coordination mechanism and other SLM initiatives; and iii) Undertake a comprehensive training needs assessment and design a training program to be support through non-GEF financial resources during and beyond the life of the project. **The budget for this item is \$370,000 over the life of the project.**
12. *Materials and Goods*: This budget will be used to purchase materials needed for integrated land use planning as planned under Output 3.1. This will include cost of maps, equipment for surveying, a laptop and other relevant materials. The budget will also support the printing of material related to production and distribution of finished land use maps, and publications related to the design and implementation of integrated land use planning. The latter will be used to share lessons and support upscaling of the initiative. This will utilise about \$465,000 of the budget under this item. For activities under Output 3.2, the budget will be used to purchase the materials needed to support implementation of rangeland rehabilitation programs (including bush control, rehabilitating degraded pasture), linking bush clearance to income generating activities (e.g. use of invasive tree species for firewood and wood chips); holistic range management program, community based adaptation strategies for 10 villages, including identification of climate smart agriculture, community based fire management strategies for 10 villages, linking implementation to existing national and international environment funds. This will utilise about \$565,000 of the budget under this item. **The total budget for materials and goods under outcome 3 is therefore \$1,160,000.**

	<p>13. <i>Training, workshops and conferences:</i> Under this budget item, the project will support training of stakeholders and communities on topics relevant for land use planning, gazettelement, managing WMAs in line with conservation principles, as planned under Output 3.1. The topics will be identified during inception period through the technical advisory support under budget note 11 and the training program refined to facilitate use of materials and goods purchased under budget note 12. To support implementation of activities under Output 3.2, communities will be trained (including field demonstrations) on topics relevant to the implementation, such as holistic range management, adaptation, climate-smart agriculture, bush control and natural product development from sustainable harvesting of wild resources, in line with the goal of diversifying livelihoods away from traditional agricultural practices. <b>The budget for training, workshops and conferences is \$350,000.</b></p> <p>14. <i>Travel:</i> This budget will support all travel under Outcome 3 throughout implementation of the project. <b>Total budget for travel \$120,000.</b></p> <p><b>The total budget for Outcome 3 is \$2,000,000 to be implemented over the 7 years.</b></p>
15-19	<p>Outcome 4 will support the mainstreaming of gender into project interventions and support the generation of lessons and share experiences through participatory M&amp;E in order to facilitate upscaling efforts outside the project area and beyond the life of the project. Key lessons and experiences will be shared through the knowledge platform established through the Global Wildlife Program (GWP).</p> <p>The budget will be utilised as follows:</p> <p>15. <i>Contractual Services – Companies:</i> this budget will cover the costs of formulating a gender strategy as planned under Output 4.1. An entity (company, institution, CSO) to undertake a gender analysis of the project strategy and identify actions necessary for ensuring that gender is mainstreamed in the project implementation, including indicators and monitoring. <b>The budget for this item is \$50,000.</b></p> <p>16. <i>Professional Services:</i> In line with Output 4.2, this budget will cover the costs of an independent Mid-Term Review (during year 3.5) of the project to determine progress towards achieving its goals and recommend areas for improvement and corrective action. During the final year of implementation, an independent Terminal Evaluation will be conducted to assess the results achieved by the project and to determine its overall impact in addressing the global environmental problems it was designed to address. <b>The budget for professional services is \$87,000.</b></p> <p>17. <i>Publications:</i> In line with Output 4.3, this budget will support the production and dissemination of technical publications on topics related to key aspects of the project strategy and interventions based on lessons learned from participatory monitoring and evaluation. <b>The budget for this item is \$19,950.</b></p> <p>18. <i>Travel:</i> This budget will cover the costs of travel under this outcome, including monitoring field visits by the PMU.</p>

	<p><b>The total budget for Outcome 4 is \$196,950.</b></p>
34-38	<p>PMC - This budget will support the PMU to administer the project over the 7 years of implementation. The budget will be utilised as follows:</p> <ol style="list-style-type: none"> <li>19. <i>Contractual Services – Individuals:</i> This budget will cover the costs of a Project Administrator at US\$ 2,000 per month (including recruitment). <b>The cost for this item is \$144,000 over 7 years.</b></li> <li>20. <i>Equipment and furniture:</i> This budget will cover the costs of a project vehicle and office furniture for the PMU. The PMU will be accommodated by the district offices of MENT in a location to be determined during the inception phase. <b>The total cost of this item is \$59,000 for use over the lifetime of the project.</b></li> <li>21. <i>Audio visual and print production:</i> This budget will cover the costs of producing and printing any material related to project communication and M&amp;E, including knowledge management materials, documents, plans, strategy papers, awareness material and other related materials. <b>The budget for this is \$17,561.</b></li> <li>22. <i>Office supplies:</i> This budget will cover the costs of office supplies, including cartridges, paper, fuel and repairs for use by PMU. <b>This budget for this item is \$19,000 for use over project lifetime.</b></li> <li>23. <i>Professional services:</i> This will cover to costs of an annual audit of the project finances. <b>The budget is \$15,000.</b></li> <li>24. <i>Training, workshops and conferences:</i> This budget will cover the costs of an inception workshop, project board meetings and any training to be delivered by the PMU to project partners/IP over the life of the project (e.g. on financial reporting). <b>The budget for this item is \$19,000.</b></li> <li>25. <i>Direct Project Costs:</i> This budget will cover the estimate UNDP Direct Project Services as per the agreement between UNDP and the IP (see letter attached in Annex I3). These costs will include charges for recruitment of consultants for all the project components and the procurement of goods, equipment and materials to be used for components 1, 2 and 3. The project will involve a significant number of complex procurements under these three components that will mostly be handled by UNDP on behalf of the IP. In accordance with GEF Council requirements, the costs of these services will be part of the executing entity’s Project Management Cost allocation identified in the project budget. DPS costs would be charged at the end of each year based on the UNDP Universal Pricelist (UPL) or the actual corresponding service cost. The amounts here are estimations based on the services indicated, however as part of annual project operational planning the DPS to be requested during the calendar year would be defined and the amount included in the yearly project management budgets and would be charged based on actual services provided at the end of that year. <b>Total budget is \$14,509 over 7 years.</b></li> </ol>

	<p><b>The total budget for Project Management costs is \$285,561.</b></p>
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	<p><b>The overall project budget over the 7 years of implementation is \$5,996,789.</b></p>
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## XI. Legal Context

- I42. Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
- I43. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>39</sup>.
- I44. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".
- I45. Note that any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

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<sup>39</sup> Use bracketed text only when IP is an NGO/IGO

## XII. Mandatory Annexes

### ANNEX I: Multi Year Work Plan

Outputs	Activities	Responsible entity	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
PROJECT START UP	Recruit members of PMU team	PMU			X																									
	Orient PMU members				X	X																								
	National Inception workshop				X																									
	Local level inception workshops				X																									
Gender mainstreaming	Detailed analysis of gender mainstreaming needs	PMU			X	X																								
	Development of gender mainstreaming strategy				X	X																								
	Monitoring and follow-up of gender mainstreaming effectiveness					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Monitoring and evaluation	Review of logical framework and indicators	PMU			X							X																		
	Generation of missing baseline data for indicators				X	X	X																							
	Measurement of indicators				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	





	formulate at least 2 cooperative agreements with Namibia and South Africa for collaborative wildlife crime and illegal trade prevention.																															
	Develop and implement a training programs for the Fauna and Flora Division of the Botswana Police Service (BPS), the Law Enforcement Division of the Department of Wildlife and National Parks (DWNP) and the Directorate of Public Prosecutions (DPP) to investigate arrest and prosecute wildlife crimes				X	X	X	X	X	X																						
	Identify the challenges to quick handling of cases related to wildlife crime by the courts and design a program to speed up the processes, including identifying and implementing sustainability measures						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

















## ANNEX 2: Monitoring Plan

146. The Project Manager will collect results data according to the following monitoring plan. To be completed during Inception Phase.

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
<b>Project Objective:</b> : To promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production	<b>Mandatory Indicator 1 (for Output 2.5):</b> Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Records of leading institutions to verify or track that the National IWT Protocol is in place; the inter-agency IWT fora is established, the Joint operations Committee (JOC) is established and that district fora is in place.	During inception and every year in June as part of PIR	DWNP coordinates all other participating institutions to update delivery on indicators, with assistance from PMU	PIR, UNDP capacity score cards	Timely project start up, completion of capacity assessment and timely implementation of capacity development program. Institutions overcome internal bureaucratic procedures to establishing collaboration mechanisms
	<b>Mandatory indicator 2 (for Output 1.3.):</b> Number of <b>additional</b> people (f/m) benefitting from strengthened livelihoods through solutions for management of natural resources and ecosystems services (CBNRM)	Structured interviews and random sampling of female/male/youth involved in CBNRM livelihood activities and incomes/benefits being derived	Baseline to be established during the inception phase, regular monitoring every June as part of PIR process	Botswana Tourism Authority, Community Development with support from PMU	PIR, UNDP capacity score cards	Rapid identification and operationalization of income generating activities under CBNRM and eco-tourism
Outcome 1: Increased national capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)	<b>Indicator 3:</b> Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites	Records of law enforcement agencies and CBO/Community participation in monitoring wildlife crime, MOMS	Baseline to be established during the inception phase, regular monitoring every June as part of PIR process	DWNP with support from PMU	PIR, project M&E	Rapid delivery of joint operations centre, coordination protocol and other capacity enhancement programs
	<b>Indicator 4:</b> Rates of Inspections or cases, seizures, arrests and	Records of law enforcement agencies and CBO/Community	Baseline to be established during the inception	DWNP with support from PMU	PIR, project M&E	Rapid delivery of joint operations centre, coordination protocol and

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
	successful prosecutions of wildlife cases <sup>41</sup>	participation in monitoring wildlife crime, MOMS	phase, regular monitoring every June as part of PIR process			other capacity enhancement programs
	<b>Indicator 5:</b> Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)	Capacity scorecards, MOMS. records of law enforcement agencies and CBO/Community participation in monitoring wildlife crime	Baseline to be established during the inception phase, regular monitoring every June as part of PIR process	DWNP with support from PMU	PIR, project M&E, revised capacity score cards	Rapid delivery of joint operations centre, coordination protocol and other capacity enhancement programs
Outcome 2: Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape	<b>Indicator 6:</b> Number of value chains and ecotourism ventures operationalized	DLUPU M&E system	Annually	DLUPU with support from PMU	PIR, project M&E	Rapid identification and operationalization of value chains, rapid uptake by enterprising individuals in communities
	<b>Indicator 7:</b> Percentage increase in incomes derived from ecotourism and value chains	UNDP Institutional capacity scorecards and GEF Tracking Tools.	Twice during project implementation	MENT (DEA, DFRR and DWNP), PMU	PIR, project M&E	Rapid identification and operationalization of value chains, rapid uptake by enterprising individuals in communities
	<b>Indicator 8:</b> Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions	DLUPU M&E system	Annually	DLUPU with support from PMU	PIR, project M&E	Rapid mobilization of project, procurement doesn't delay provision of cutting-edge knowledge to inform integrated land use planning.

41 DWNP does not have a database for poaching information: HWC data captured in MOMS, hence the recommendation for this project to extend MOMS to include poaching. The country is subdivided into independent operational zones exclusively assigned to different security agencies who in most cases keep poaching data to themselves (hence the need for a JOC). The 2008 data likely underestimates 2016 poaching levels because so many factors have changed since then notably heightened poaching, ban on hunting and intensified patrol effort which now incorporates other security agencies. The data base on poaching will be established and baseline updated during the inception period

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
<b>Outcome 3:</b> CBNRM delivers benefits and incentives to local communities and secures livelihoods and biodiversity	<b>Indicator 9:</b> Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KDI, 2, GH 10, 11)	MOMS, rangeland condition assessment	Every two years	Department of Forestry and Range Resources with assistance from PMU	PIR, Project M&E	Rapid project mobilization and quick identification of cost effective means to procuring technical services. Political will and consensus to formally recognise and gazette the wildlife corridors/fully implement the cabinet decision.
	<b>Indicator 10:</b> Area of community lands integrating SLM practices	Resource assessments	Once during project implementation	Department of Forestry and Range Resources with assistance from PMU	PIR, Project M&E	Rapid mobilization of the project, procurement doesn't delay provision of cutting-edge knowledge to inform integrated land use planning.
	<b>Indicator 11:</b> Yields of three lead/most commonly grown crops	Household surveys conducted	1 <sup>st</sup> year to establish baseline,	Department of Crop Production and Department of Agricultural Research	PIR, Project M&E	Rapid mobilization of project, procurement doesn't delay provision of cutting-edge knowledge to inform integrated land use planning.
	<b>Indicator 12:</b> Functionality of integrated landscape land use planning and management framework	Resource assessments	1 <sup>st</sup> year to establish baseline, then year 3 or 4, and year 6.	Department of Forestry and Range Resources with assistance from PMU	PIR, Project M&E	Rapid project mobilization, quick identification of cost effective rangeland rehabilitation practices, rapid uptake by stakeholders.
	<b>Indicator 13:</b> Capacity scores for NRM institutions (DWNP, DFRR, DEA)	Structured interviews, random assessment of participating households/individuals, MOMS, Botswana Tourism	Annual	All of MENT departments and local authorities, DLUPU	PIR, Project M&E	Rapid mobilization of project, procurement doesn't delay provision of cutting-edge knowledge to inform integrated land use planning.

Monitoring	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
		Organization M&E and reports				
<b>Outcome 4:</b> Gender Mainstreaming, Lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of upscaling	<b>Indicator 14:</b> % of women participating in the project activities	MOMS, DWNP records	Annual	DWNP MOMS and M&E reports	PIR, Project M&E	Rapid identification and operationalization of HWC reduction strategies, rapid uptake by communities
	<b>Indicator 15:</b> Number of the project lessons used in development and implementation of other IVT and landscape management and conservation projects	MOMS, BTO, DWNP, DRFRR repots	Annual	Community Development Department with assistance from PMU	PIR, Project M&E	Implementation of M&E plan, realization of benefits from all other outputs, active participation in M&E by all stakeholders

### ANNEX 3. Evaluation Plan

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants	Other budget (i.e. travel, site visits etc....)	Budget for translation
Mid-term review	June 2020	August 2020	Yes	USD 38,000	USD 10,000	N/A
Terminal Evaluation	October 2023	December 2023	Yes	USD 49,000	USD 10,000	N/A
Total evaluation budget				USD 87,000		

## **ANNEX 4. GEF Tracking Tool (s) at baseline (see excel files)**

## **ANNEX 5. Terms of Reference for Project Board and key Project Staff**

*Project Board (also referred to as Project Steering Committee)*

### *Background*

147. The Project Board (henceforth referred to as PSC) will be responsible for providing high level policy guidance for the project. It will also undertake management-related and technical decisions for the project in accordance with this ToR, when required. PSC tasks will include *inter alia* approval of project plans, Annual Work Plans (AWPs) and any proposed revisions, in line with adaptive management and UNDP/GEF guidelines. The committee will ensure a continued cohesion between the project and the mandate of the MENT. It will also provide additional linkages and interactions with high-level policy components within the Government. The PSC will approve the responsibilities of the PM and intervene when conflicts within the project and between project members arise.

The PSC will comprise the following members:

- Permanent Secretary of MENT (Chair);
- Representatives of:
  - i. Department of Wildlife and National Parks
  - ii. Department of Tourism
  - iii. Botswana Tourism Organization
  - iv. Land Boards
  - v. Local Authorities
  - vi. Land Use Planning Unit
  - vii. Dept. of Forestry and Range Resources (DFRR)
  - viii. Social and Community Development (S&CD)
  - ix. Dept. of Veterinary Services (DVS)
  - x. Dept. of Animal Production
  - xi. Dept. of Crop Production
  - xii. Dept of Water affairs (DWA)
  - xiii. Dept. of Environmental Affairs (DEA).
  - xiv. Botswana Defence Forces
  - xv. Botswana Police Forces
  - xvi. Administration of justice
  - xvii. Botswana Prison Services;
  - xviii. Directorate on Intelligence Safety and Security
  - xix. Botswana Unified Revenue Services
  - xx. CBOs
  - xxi. NGOs

### *Scope of Work*

Specific responsibilities of the PSC are as follows:

- Setting a strategic direction, reinforcing government leadership of the programme and coordinating all interventions.
- Providing guidance and agreeing on possible countermeasures/management actions to address specific risks.
- Approving the work plans prepared by the PM (prior to approval by UNDP).
- Conducting regular meetings to review the progress of project resources and providing direction and recommendations to ensure that the agreed deliverables are produced to a satisfactory standard.

- Reviewing and approving all activities that are supported by the project based on the project objectives, work plan and availability of funding.
- Providing technical advice to create synergy and uniformity between supported activities, policies and alignment projects.
- Monitoring and evaluation of programme activities through periodic meetings and occasional site visits.
- Receiving reports on all activities supported by the programme to serve as an additional basis for monitoring and assessing project resources' performance and delivery.

### **(1) Chief Technical Advisor (full time)**

148. The Project Manager (PM), will be a nationally recruited expert selected based on an open competitive process managed by UNDP. S/he will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The PM will report to the Director of the DEA at the Ministry of Environment, Natural Resources Conservation and Tourism (MENT) (management of the PM in close collaboration with DWNP (Dept. of Wildlife and National Parks) and UNDP RR (or duly designated UNDP officer) for all of the project's substantive and administrative issues. From the strategic point of view of the project, the PM will report on a periodic basis to the Project Board/Steering Committee (PSC). Generally, the PM will be responsible for meeting government obligations under the project, under the project execution modality. S/he will perform a liaison role with the Government, UNDP and other UN Agencies, NGOs and project partners, and maintain close collaboration with other donor agencies providing co-financing.

#### Duties and Responsibilities

- Manage the PMU;
- Supervise and coordinate the production of project outputs, as per the project document;
- Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
- Supervise and coordinate the work of all implementing partners, project staff, consultants and sub-contractors;
- Coordinate the recruitment and selection of project personnel and contractors as needed, especially with a view to the large infrastructure investments made by this project;
- Prepare and revise project work and financial plans, as required by MENT and UNDP;
- Ensure that gender is mainstreamed into operational plans, as well as markers are reported on as part of regular reporting;
- Liaise with UNDP, MENT, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Facilitate administrative backstopping to subcontractors and activities supported by the Project;
- Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the Project Board/Steering Committee, and ensure the fulfilment of Steering Committee directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant actors nationally and internationally;
- Address key communication need and support the development and implementation of a project communication plan;
- Ensures the timely and effective implementation of all components of the project;
- Carry regular, announced and unannounced inspections of all sites and the activities of the project site management units.

### Qualifications

- MSC or PhD in Natural Resources Management, Conservation or Protected Areas Management, Environmental Sciences, or related fields of expertise;
- At least 10 years of experience in natural resource management;
- At least 5 years of project/program management experience;
- Working experiences with relevant ministries and national institutions is a plus, but not a requirement;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;
- Strong knowledge about Botswana's political and socio-economic context, in particular with relation to ecosystems management, land use planning, poaching, IWT and related work;
- Excellent writing communication skills English.

### **(2) SLM Project Officer**

SLM Project Officer will:

#### Project implementation

- Working together with the technical officers from relevant ministries and local authorities, the SLM Project Officer will be responsible for supporting National Project Coordination on the technical implementation as well as the technical quality control of Component 2. The SLM PO will therefore provide sound technical advice to the Project Management Unit and the NPC as the basis for implementing project components, and coordinating community-level activities and interventions on component 2, but also for overall project support.
- Provide technical expertise and strategic guidance to all project components to ensure mainstreaming of SLM issues into all project activities, assuming quality control of interventions, and supporting the National Project Coordinator in the coordination of the implementation of planned activities under the project as stipulated in the project document/work plan.
- Ensure development of Terms of Reference for different studies planned in the AWP are finalized and consultants are recruited to conduct these studies; assist in the selection and recruitment process; take lead in coordination of the consultants work and provide quality assurance for the final product including ensuring timely delivery of expected outputs, and effective synergy among the various sub-contracted activities.
- Assist the National Project Coordinator in the preparation of Project Implementation Reports and Annual Project Report (PIR/APR), technical reports for submission to the IPs, and Project Steering Committee and UNDP-GEF as required;
- Assist the National Project Coordinator in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;
- Provide technical support to the National Project Coordinator for the fine-tuning of the project's Monitoring and Evaluation Strategy, with a focus on impact indicators, means of verification and risk identification and mitigation;
- Take lead in providing technical guidance on collection of data and information required as part of project monitoring.
- Document lessons from project implementation and make recommendations to the Steering Committee for more effective implementation and coordination of project activities; and,



- In consultation with UNDP CO and RCU initiate and support fundraising during the project implementation to upscale/consolidate project interventions; follow up guidance provided to the NPC and senior management at UNDP. Link these efforts to the sustainability of the project;
- Identify the opportunities and avenues for technical publications; generation of and quality control of the publications.

#### Project management and monitoring

- Provide hands-on support to the National Project Coordinator, staff and other government counterparts in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Assist the National Project Coordinator in the preparation and revision of the Annual Work Plans by technically contributing to the delivery of component 2 in particular;
- Assist the National Project Coordinator in monitoring the technical quality of project M&E systems (including AWP, indicators and targets).
- Provide technical support to the National Project Coordinator for the fine-tuning of the project's Monitoring and Evaluation Strategy, with a focus on impact indicators, means of verification and risk identification and mitigation and ensuring that the project M&E activities are carried out;
- Assist the National Project Coordinator in adjusting the project Results Framework, as required and in line with corporate requirements;
- Coordinate preparation of the periodic Status Report when called for by the National Project Coordinator;
- Assist the National Project Coordinator in the preparation of the Combined Project Implementation Review/Annual Project Report (PIR/APR), technical reports, quarterly progress and financial reports for submission to UNDP, the GEF, other donors and government departments, as required;
- Document lessons from project implementation and make recommendations to the Steering Committee for more effective implementation and coordination of project activities.

#### Relationship building

- Assist the National Project Coordinator in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;
- Engage on and contribute to policy dialogues at all levels, including the national level;

#### Communication

- Assist in knowledge management, communications and awareness raising and document lessons from project implementation and make recommendations to the Project Board for more effective implementation and coordination of project activities; and
- Identify the opportunities and avenues for technical publications; generation of and quality control of the publications.

#### **Outputs**

- a. Monthly progressive reports;
- b. Quarterly reports
- c. Annual reports
- c. Final compiled report

#### **Competencies required:**

149. The SLM Project Officer will require substantial training and experience in sustainable land management and/or conservation. In addition to experience working with government staff, local Government authorities and research or private institutions, the SLM Project Officer should also have extensive experience with technical support to project development, implementation and management. Prior involvement in implementing UNDP/GEF funded projects in the region would be an advantage. In summary, the SLM Project Officer should have the following competencies:

- Expertise and proven experience in SLM approach or natural resources management, including rangeland management and livestock management
- Strong research and analysis skills
- Proven ability to plan, organize and effectively implement activities
- Understanding of landscape conservation and land use planning and management
- Ability to coordinate and work in teams, as well as in complex environments
- Proven experience in participatory processes, and in facilitating dialogue between Government, development partners, private sector and civil society
- Strong communication and advocacy skills
- Understanding of UNDP/GEF functioning and reporting procedures

**Qualifications and Experience:**

- At least a Masters Degree or equivalent in environment and natural resources management, agricultural economics, ecology, environmental economics or natural sciences with experience in research, project planning, implementation, Monitoring and Evaluation coupled with vast knowledge and experience in institution building;
- A minimum of 8 years of post-graduate professional experience in environment/sustainable land management, with knowledge of the developing world including Southern Africa and preferably Botswana;
- Thorough understanding of landscape planning and management; wildlife and biodiversity conservation issues including environment policies and governance systems desirable;
- Substantive knowledge of UNDP/GEF programming tools for planning, monitoring, and general knowledge of the UNDP Practice Areas, particularly Environment;
- Ability to read and write English is requirement.

### **(3) M&E, Gender and Communications Specialist (full-time)**

150. The M&E, gender and Communications Specialist will execute a trio of strongly inter-related functions. S/he will be responsible for implementing the Gender and M&E plans of the project, developing relevant gender tools and M&E tracking systems for the project, and supporting all project staff and partners in monitoring progress on project implementation and gender mainstreaming. S/he will particularly focus on the documentation of lessons learnt and the appropriate communication of project results and learning. S/he will report to the Project Manager.

#### Duties and Responsibilities

- Responsible for the formulation and implementation of the gender mainstreaming plan, including training project staff on gender, and coordinating training on gender for other project stakeholders;
- Providing tools required for mainstreaming and monitoring the mainstreaming of gender;
- Responsible for operationalizing the project's Monitoring and Evaluation plans, based on the Project Results Framework;
- Responsible for working with project partners in establishing relevant data capturing and tracking in quarterly and annual (PIR/ARP) reporting;
- In particular ensure that gender makers are included in the M&E plan and are considered;
- Synthesizing and documentation of project results and lessons learnt, and sharing thereof;
- Responsible for project communications. Oversee the development, implementation and maintenance of a communications strategy to ensure that all stakeholders are informed on an on-going basis about the project's objectives and activities; overall project progress; and the opportunities for involvement in various aspects of the project's implementation;
- Lead the development of a campaign concept and TORs for consulting firm; oversight consulting team implementing the national campaign to combat poaching and IVT in Botswana.
- Perform other duty relevant to the assignment.

#### Qualifications

- Education: MSc degree in development studies with additional training in gender and development, project management, communications and/or business administration;
- At least 7 years' experience in project management, with a focus on gender, monitoring and evaluation (M&E), and distilling lessons learnt from project interventions;
- A proven track-record of professional experience in communications, public relations, journalism, marketing or a related fields;
- Capability and proven experience in crafting communications strategies with an eye toward results-based management.
- Capability and proven experience crafting messages in various formats (press releases, websites, success stories, blog entries, tweets, etc.) targeting a variety of audiences.
- Familiarity with mobile technologies, social media, and their application in rural communities is an advantage.
- Ability and proven experience in multi-tasking, in taking initiative and working effectively under pressure.
- Familiarity with branding compliance.
- Excellent written, oral and interpersonal skills.
- Knowledge of Microsoft Office and related communications software.
- Fluency in written and spoken Setswana and English are required.

### **(4) Technical Advisor (3 part-time ones) or Component Managers (on a full-time basis)**

151. The Technical Advisors will be nationally or internationally recruited experts selected based on an open competitive process managed by UNDP. The Technical Advisors (TAs) will be responsible for providing technical

backstopping to the Project (one per component), and will focus in particular on supporting MENT /DWNP/DFRR and other partners consider and adopt global best practices in assessments, formulation and implementation of cost effective strategies (for establishing the JOC, improving use of forensics in wildlife crimes, improving patrols, judiciary processes, landscape based integrated land use plan, identification of critical areas for ecosystem connectivity and WMAs revision, identification and operationalization of the CBNRM value chains, development of ecotourism, rangeland rehabilitation, economic but sustainable utilization of Prosopis in bush encroachment programs, eradication of invasives, etc., and the formulation of sustainability strategies to ensure the continued functioning of each of these strategies after the GEF supported project ends). The TAs will render technical support to the Project Manager (PM), staff and other government counterparts. Where needed, the TAs will develop Terms of Reference for additional technical input and lead the review and utilization of the outputs of consultants and other sub-contractors. The TAs will report to the Project Manager.

#### Duties and Responsibilities

- Provide technical and strategic assistance for the relevant component and activities under each, including planning, monitoring and site operations, and assuming quality control of interventions;
- Provide hands-on support to the PM, other project partners, project staff and other government counterparts in technical matters relating to the relevant component;
- Additionally, provide support in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Pay attention to gender mainstreaming and attaining gender markers in all work outputs;
- Support MENT and relevant partners in strategic fund raising and partnership liaison with a view to soliciting further needed on the ground support for the effective implementation of the JOC and anti-poaching Strategy.
- Provide technical services and support to all implementing partners with regards to the relevant component.
- Support the PM in finalizing Terms of Reference for consultants and sub-contractors, and assist in the selection and recruitment process;
- Support the PM in coordinating the work of the consultants and sub-contractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Assist the PM in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;
- Document lessons (technical publications) from project implementation and make recommendations to the Project Board/Steering Committee for more effective implementation and coordination of project activities;
- Address key communication need and support the development and implementation of a project communication plan; and
- Perform other tasks as may be requested by the PM, Project Board/ Steering Committee and other project partners.

#### Qualifications

- MSc or PhD with expertise in the areas relevant to each component;
- At least 10 years of professional experience, of which at least five are at international level;
- Previous experience relating to implementation of projects with similar components;
- For component 1, previous work on Protected Areas management and IVT, and practical experience in law enforcement will be an advantage;
- For component 2, previous experience in landscape land use planning and ecosystems management will be necessary. Experience with application of GIS will be an added advantage;
- For component 3, background training in economics and rural development necessary. Experience with supply chain development necessary; knowledge of Botswana and southern Africa CBNRM scenarios will be an advantage.
- Experience of gender mainstreaming and monitoring and evaluation necessary for all three;
- Previous experience with GEF projects is an added advantage;
- Ability to effectively coordinate large, multidisciplinary team of experts and consultants will be required for all three;
- Demonstrated negotiator experience with excellent oral and presentation skills required for all;

- Excellent communication and writing skills in English are essential; knowledge of Setswana will be an added advantage but not essential.

### **(5) Finance and Admin Officer (full-time)**

152. The Finance and Admin Officer will be a nationally recruited professional selected based on an open competitive process managed by UNDP. He/she shall be responsible for the overall financial management of the project and project accounting, as well as for basic administrative support to the project. He/she will work under the supervision of the PM.

#### Duties and Responsibilities:

##### *With respect to Financial Management*

- Facilitate auditing and financial controls with respect to the Project;
- Ensure that all procurements and disbursements are carried out in accordance with the UNDP/GEF and Government of Botswana requirements, which requires familiarity with the financial management procedures;
- Implementation of procurement related to this project, working with MENT 's procurement unit, in particular;
- Ensure that project-related disbursements are carried out in a timely and efficient manner;
- Ensure the smooth flow of funds to enable the timely implementation of project activities amongst the various implementation partners, including the timely replenishment of the project account;
- Compile the quarterly and annual financial reports in a timely manner, with a focus on the financial delivery of the project;
- Prepare a monthly project bank reconciliation;
- Maintain a logical and comprehensive record of financial transactions, with supporting documentation, for reference and audit purposes;
- Provide the necessary assistance and documentation for the statutory audit of annual financial statements;
- Perform all other duties as requested by the PM;
- Perform any other duty relevant to the assignment.

##### *With respect to administrative support*

- Ensure that office equipment and furniture are procured for and maintained in good working order;
- Responsible for meeting agendas and booking of meeting venues and related workshops;
- Responsible for Vehicle fleet management;
- Support project reporting needs;
- Perform other duties as requested by the PM and relevant to the project.

#### Qualifications

- At least a Bachelor's Degree in Business Administration;
- Knowledge of accounting policies and principles;
- At least five (5) years' work experience in administration, of which at least one year was closely related to support of project / program activities;
- Capable of working fairly independently;
- Excellent organizational skills;
- Excellent inter-personal skills and the ability to establish and maintain effective working relations with people;
- Excellent communication skills (oral and written); in Swahili and English;
- Good computer skills and proficiency in standard computer applications (MS Word, MS Excel, etc.).

## ANNEX 6. UNDP Social, Environmental and Social Screening Template (SESP)

### Project Information

Project Information	
Project Title	Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands
Project Number	5590
Location (Global/Region/Country)	Botswana

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

##### Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project mainstreams the human rights based approach to development in the following ways:

- a) Destroying the habitat which is critical for survival of wildlife, wildlife poisoning, poaching and IWT are forms of theft of the communal heritage of the indigenous communities of the Kalahari ecosystem and the Batswana at large by a few individuals, at the expense of the majority, especially the voiceless and the poor. The proposed project will empower law enforcement agencies to apply the current law, and to formulate and enforce new regulations to tackle poaching and wildlife crimes, thereby safeguarding the important heritage for all.
- b) In recognition of the fact that tackling poverty and vulnerability effectively requires giving the poor and vulnerable both a stake, a voice and real protection in the societies where they live, the proposed project: i) will build capacity of the local communities at the Kalahari ecosystem level, to increase understanding of their roles and responsibilities in managing rangelands and conserving biodiversity (including wildlife protection) as part of their livelihood activities and economic development. This will boost their capacities and understanding of the responsibilities of government technical agencies towards supporting their local development, and hence the ability of the communities to hold these technical agencies accountable to effective and efficient delivery of such services; ii) the project simultaneously builds the capacity of the technical agencies to deliver development support services to alleviate urgent livelihood and local economic development needs, and to balance demands between short-term economic development and long-term conservation, which is more ecologically suited to support sustainable economic development, in the long-term, in the Kalahari landscape, and in much of Botswana; iii) the project has included a well-funded component on CBNRM - aimed at rethinking CBNRM in the absence of hunting, which was the only (so far) successful incentive for wildlife conservation by indigenous communities in the Kalahari Landscape (this is a change from PIF, following PPG findings that the ban on hunting wiped out benefits from CBNRM, and along with it any opportunities for local development initiatives compatible with the ecological potential of the ecosystem).
- c) To ensure that the proposed project not only expands people's choices and capabilities but above all empowers them to take part in the decision of what that process of expansion should look like, the project will: i) facilitate a participatory landscape based land use planning, which will in all likelihood lead to revised WMAs, removing one of the reasons that communities rejected the gazettlement of WMAs, which in turn, threatened the wildlife upon which long-term and

sustainable economic development depends; ii) The project is adopting a gender strategy to ensure inclusivity and facilitating a participatory vulnerability (to climate change) assessment and strategy formulation. This will focus on the most marginalised and excluded in society, in recognition of the fact that their rights to development are most widely ignored or left unfulfilled, in the social, economic, political, civil and cultural spheres.

- d) Collectively, the project initiatives will bring in a new vision for development, along with legal tools and institutions – laws, the judiciary and the rule of law principle - as a means to secure local economic development that is congruent with healthy ecosystems and biodiversity conservation (including wildlife protection).

During the project preparation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to adopting livelihoods and economic development strategies that are congruent with maintenance of healthy ecosystems (including rangelands in good condition, biodiversity conservation and wildlife management). The project design makes the assumption that the consultations during project preparation strengthened the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The stakeholder consultations and validation workshop, and awareness-raising dialogues are intended to engage as many key groups as possible in order to incorporate their diverse perspectives in as many project activities as possible, and reduce the risks of marginalizing any stakeholders.

The project will have regular meetings and consultations with local communities in the project area to ensure human rights approach implementation. Additionally a Grievance Redress Mechanism will be established to monitor effects of the project on local communities and respond quickly to their concerns about the project implementation. Local community representatives will participate in the project steering committee and will have power to influence adaptive management of the project activities and ensure necessary balance between biodiversity conservation, wildlife management and the needs of local people. The M&E framework of the project will be developed in a fully participatory process to allow local communities and other stakeholders to share freely their opinion on the project, its results, and social impact.

**Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment**

The baseline for gender equality, women’s empowerment and rights of the minority in Botswana is relatively low. Thus, the project will require extra efforts to avoid gender and minority rights challenges, and to ensure equitable participation and access to benefits of the project. The proposed project activities have been derived from a broad-based consultative process, including women at all levels. The project will design a gender mainstreaming strategy and use it to guide project implementation and monitoring. More specific measures will also be undertaken to ensure gender balance; for example, all consultation and capacity building programs will be designed to ensure that at least 30% of the target participants are women; the M&E system will include indicators to track gender mainstreaming, including use of gender segregated indicators; balancing of women participants in the capacity development activities and the extent to which gender issues inform workshop deliberations and recommendations. The project document makes specific reference to three GEF requirements for mainstreaming gender issues in projects:

- a. Gender mainstreaming and capacity building within GEF project staff to improve socio-economic understanding of gender issues;
- b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally;
- c. Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects.

These requirements will be monitored by the UNDP Gender Focal Point during project implementation. This will include facilitating gender equality in environmental management and women’s empowerment and participation in the project activities.

- Gender transformative efforts e.g. increasing women’s participation in planning, decision making, implementation and monitoring and evaluation of activities related to law enforcement

- Gender targeting of employment in the project activities e.g. community-based monitoring networks
- Participatory and transparent governance broadly increasing voice and participation of women
- Gender responsive distribution of benefits from project activities (e.g. through the WMAs, PES, SLM investments, etc.)

**Briefly describe in the space below how the Project mainstreams environmental sustainability**

The project aims to reduce threats to wildlife population in Botswana, manage the competing land use claims on the rangelands and improve rangeland conditions in the Kgalagadi and Ghanzi drylands. This will sustain the flow of agro-ecosystem services, prevent poaching, wildlife poisoning, illegal wildlife trafficking. The project therefore directly supports environmental sustainability by tackling poaching, poisoning of wildlife and illegal wildlife trade through application of incentives and disincentives as well as improving the enabling environment for enforcement of wildlife protection laws. Likewise, improved operations, intelligence and prosecution of wildlife crime perpetrators will lead to effective law enforcement and provide sufficient deterrence against wildlife crime. Clearing bush encroachment, tackling invasive alien species, fire management and rehabilitation of degraded rangelands further contributes to improved ecosystem functionality and integrity. Through benefit sharing mechanisms and provision of sustainable livelihood strategies, local communities will be motivated to align their land use and livelihood activities with conservation goals and refrain from illegal activities that are ecologically destructive. They also support sustainable land management and climate change adaptation through targeted local activities. These are in support of economic and social development – for example tourism development, local economic growth, etc. Collectively, these measures will contribute to fulfilling Botswana’s obligations under the UNCBD and UNCCD.

**Part B. Identifying and Managing Social and Environmental Risks**

**QUESTION 2: What are the Potential Social and Environmental Risks?**

*Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses).*

**QUESTION 3: What is the level of significance of the potential social and environmental risks?**

*Note: Respond to Questions 4 and 5 below before proceeding to Question 6*

**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**

<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
<b>Risk 1: Principles 1: Human Rights</b>	1 = 2	<b>Low</b>	The systemic, institutional and individual capacity scores for both NRM and law	This project aims to strengthen the coordinated capacity for law enforcement to improve the effectiveness and professionalism of handling all aspects



<p>6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?</p>	<p>P =2</p>		<p>enforcement agencies average less than 30% on all scores. These capacities are too low and are hindering duty-bearers from meeting their obligations in the project areas as follows:</p> <ul style="list-style-type: none"> <li>i) They fail to patrol, arrest and prosecute poachers who are stealing the communal heritage; once suspects are arrested, the process of trial takes too long, denying justice to potentially innocent suspects; they may fail to provide communities with effective strategies for protecting livestock from depredation;</li> <li>ii) They do not adequately facilitate maintenance of a healthy ecosystem or rangelands in good condition. This reduces the productivity of all investments in livelihood and economic activities and reduces opportunities for growth and development</li> </ul>	<p>of wildlife protection (patrolling, arrests, seizures, speedy and fair trials etc.); and, expedite identification and implementation of measures to reduce depredation. The project will ensure monitoring is put in place in this regard and that law enforcement officials are aware of the boundaries of their role. The project will also increase transparency to the operations of law enforcement.</p> <p>It will improve skills for improved range and livestock management practices, including bush clearing, eradication of invasive alien species and improved land use planning to balance ecological, socio and economic development needs.</p>
<p><b>Risk 2: Principles 1: Human Rights</b> - Is there a risk that rights-holders do not have the capacity to claim their rights?</p>	<p>I = 2 P =2</p>	<p><b>Low</b></p>	<p>The local communities in the Kalahari basin have low capacities to engage the government agencies that should facilitate their NRM and local economic development. Their traditional NRM institutions have been weakened over time without</p>	<p>This project places a heavy emphasis on empowering the communities, including local community groups to increase their participation in all project activities. It will support the participation of traditional institutions (such as the Chieftaincy) in the SLM/NRM coordination mechanism to provide a voice for the communities in especially the landscape based land use planning, and monitoring the effectiveness and impacts of improved NRM practices on livelihoods. It will also use a gender</p>

			adequate replacement by effective technical institutions.	<p>strategy to ensure that project activities are built on best practices.</p> <p>It will also build community capacities to improve economic returns from NRM activities (including development of at least 4 value chains, being supported to access financial resources from the National Environment Fund to implement community-based fire management program and to engage in eco-tourism).</p>
<p><b>Risk 3: Standard 6: Indigenous Peoples</b></p> <p>6.1 Are indigenous peoples present in the Project area?</p> <p>6.3 Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?</p>	<p>I=2</p> <p>P=2</p>	<b>Low</b>	<p>The Kalahari basin is home to minority communities and ethnic groups, some of whom identify as 'indigenous' as per internationally-accepted/global definitions, although the Government of Botswana does not officially recognise such as distinction, and therefore does not afford any special privileges to the group to those who self-identify as indigenous. The group in question here is the San (or Khoikhoi or Khoisan or Basarwa). The livelihoods of the San communities, even today, are informed by their hunter-gatherer cultural heritage. As explained above, the ban on hunting, has exacerbated the dearth of livelihood alternatives outside of wildlife-consumption based strategies, and weakened food security and resilience of these livelihoods.</p>	<p>The project has allocated a considerable budget to finding alternative income generating activities to increase effectiveness of CBNRM as an incentive for wildlife conservation (as explained above). Dialogue and consultations to be held during the implementation of the project will address community concerns on the hunting ban and facilitate dialogue between local authorities and government institutions on better ways of accommodating the cultural needs of these communities and alternative means for them to continue to benefit from wildlife.</p> <p>The project, through the PMU will set up a stakeholder grievance mechanism, to allow for local communities to express any issues, including grievances, that may emerge out of project implementation. The local communities also have access to the offices of NGOs currently operating in the area, though which concerns can be raised. All concerns raised by individual community members will be handled with confidentiality and strictness to protect the identity of the individuals. The grievance mechanism will also be communicated to the community members (e.g. during the inception workshop) to ensure that awareness is raised about the existence of such a mechanism.</p>

<p><b>Risk 4: Standard 6: Indigenous Peoples</b></p> <p>6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?</p>	<p>I = 2 P =2</p>	<p><b>Low</b></p>	<p>6.1 see above.</p> <p>6.2 Yes, the Basarwa (San) indigenous communities recognize the CKGR as their land/territories. However, their cultural heritage is pro-conservation. Challenges arise when they are denied the right to hunt, without appropriate compensation in terms of livelihood strategies.</p>	<p>However, the risk will be low if the benefits generated through WMAs will exceed the costs of living with wildlife.</p> <p>In addition to the component on CBNRM, the project will improve capacities and skills for improved range management, opportunities for climate smart drylands agriculture and improved strategies for reducing depredation and HWC.</p>
<p><b>Risk 5: Principles 1: Human Rights</b></p> <p>7. Have local communities or individuals, given the opportunity raised human rights concerns during the stakeholder engagement process?</p>	<p>I = 2 P =2 = Low</p>	<p><b>Low</b></p>	<p>Communities strongly feel the ban on hunting has taken their right to food (subsistence hunting), economic development (there are very limited options for economic development in the Kalahari outside of wildlife based tourism, and communities believe tourists shun the Kalahari without the hunting option) and that government prioritizes conservation and cattle ranching over their livelihood.</p>	<p>The project will invest a significant budget to identify and operationalize livelihood and income generating activities to restore the effectiveness of CBNRM as a source of incentives for conservation. It is for this reason that project design included this component (a change from the PIF) to: i) identify at least four supply chains targeted at sustainable harvesting of veldt products; ii) identify ways to utilize Prosopis economically (such as charcoal or furniture making) as part of bush clearance; iii) advance community based ecotourism; iv) Assist communities to access financial resources from the National Environment Fund to implement the community-based fire management program.</p>
<p><b>Risk 6: Standard 1: Biodiversity</b></p> <p><b>Conservation and Sustainable Natural Resource Management</b></p> <p>1.2 Are there any Project activities proposed within or adjacent to critical habitats</p>	<p>I = 2 P =2</p>	<p><b>Low</b></p>	<p>The survival of wildlife populations in the Kgalagadi Transfrontier Park is highly dependent on the conservation of the migratory corridors that enable wildlife to access the CKGR during drought years and extremely dry seasons. WMAs were set aside to secure these</p>	<p>The project will build on recently identified three critical corridors and facilitate a participatory landscape based integrated land use plan that will seek to apply cutting edge knowledge to streamline the areas necessary for maintaining connectivity. To inform this process, it will undertake an economic valuation of ecosystems services and use the findings to lobby the politicians to use policy and incentive measures to balance livestock and wildlife based economic activities. Currently, there is a trend of livestock ranchers to</p>

<p>and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p>			<p>migratory corridors but the critical ones, especially the Schwelle has not been gazetted and are under immense pressure for expansion of cattle production. Among the reasons delaying gazettelement is that communities oppose the WMAs because they are too large and leave limited land for livestock grazing. Political willingness to upset cattle owners in favour of conservation is weak.</p>	<p>increasingly adopt game ranching, although they currently maintain the fences from cattle ranching; the project will use these positive examples to demonstrate the necessity of adopting land use choices that optimize ecological, socio and economic outcomes in the long-term, including persuading game ranchers to drop fences.</p>
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
<b>Select one (see <a href="#">SESP</a> for guidance)</b>			<b>Comments</b>	
<b>Low Risk</b>		<input checked="" type="checkbox"/>	<p>The Low Risk Rating is based on the low impact, low probability and low significance of the projects activities.</p>	
<b>Moderate Risk</b>		<input type="checkbox"/>		
<b>High Risk</b>		<input type="checkbox"/>		
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>				
Check all that apply			<b>Comments</b>	
<b>Principle 1: Human Rights</b>		x		
<b>Principle 2: Gender Equality and Women’s Empowerment</b>		x		
<b>I. Biodiversity Conservation and Natural Resource Management</b>		x		

	<b>2. Climate Change Mitigation and Adaptation</b>	<input type="checkbox"/>	
	<b>3. Community Health, Safety and Working Conditions</b>	<input type="checkbox"/>	
	<b>4. Cultural Heritage</b>	<input type="checkbox"/>	
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>	
	<b>6. Indigenous Peoples</b>	<input checked="" type="checkbox"/>	
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	

**Final Sign Off**

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor		
QA Approver		
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment I. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles I: Human Rights</b>		<b>Answer (Yes/No)</b>
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? 42	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
6.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
7.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
8.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Yes
9.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?  <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No

42 Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable <a href="#">Natural</a> Resource Management</b>		
I.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
I.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
I.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
I.4	Would Project activities pose risks to endangered species?	No
I.5	Would the Project pose a risk of introducing invasive alien species?	No
I.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
I.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
I.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?  <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
I.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
I.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
I.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?  <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		

2.1	Will the proposed Project result in significant <sup>43</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental <a href="#">vulnerability to climate change</a> now or in the future (also known as maladaptive practices)?  <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, and erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No

<sup>43</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]



<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>44</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or <a href="#">transboundary impacts</a> ?	No

<sup>44</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

**ANNEX 7. UNDP Project Quality Assurance Report (to be completed by UNDP Country Office)**

## ANNEX 8: UNDP Risk Log

Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
Poaching pressure fuelled by the global and local demand for wildlife products may decimate the wildlife population. At the same time, effectiveness of the institutions mandated with wildlife protection may continue to be undermined by poor use of limited resources available to tackle the problem if internal bureaucracies and inter-agency competition delay or derail establishment of national coordination protocols.	Political, Organizational,	P=3 I=3 <b>MODERATE</b>	Under component 1, the project intends to ensure full participation and coordination of/by all stakeholders specifically law enforcement agencies in this case. Further, the project will build onto existing gains in the form of the office of the Anti-Poaching National Coordinator and the National Anti-Poaching Committee amongst others. The on-going review of Wildlife Conservation and National Parks Act will align it to the purposes of this project. The project, in partnership with the National Anti-Poaching Committee, will also ensure that an all-inclusive forum will be established at districts levels as an extension of the existing National Anti-Poaching Committee (Outputs 1.1.-1.2).	Project Manager, in conjunction with the Project Steering Committee.	Statistics only available from 2009 but incidents being reported indicate that poaching of large-bodied vertebrates and poisoning of predators and vultures (which indicate poaching incidences) are on the rise. Baselines to be established during inception phase.
Concerns with HWC: if there no incentives and financial benefits associated with wildlife conservation, the local communities might escalate the current trend of transitioning subsistence poaching to commercial poaching. It has been difficult to establish non-wildlife consumption based CBNRM value chains.	Strategic	P =5 I = 5 <b>HIGH</b>	Tackling this risk is the reason the project introduced a new component dealing with establishment of non-wildlife consumption based value chains and establishment of ecotourism ventures, as well as strong strategies to reduce human wildlife conflicts (a change from the PIF stage). The project will work very closely with the Botswana Tourism Organization and other projects and programs identified in the table of baseline projects, and using the partners outlined in the partnerships table to address this fundamental risk. Output 2.1 includes activities	Project Manager and the Project Steering Committee	Since the ban on hunting of large-bodied vertebrate, game meat poaching reported to transition to commercial poaching; very limited returns from

			specifically designed to find the best solutions for HWCs using advanced science approaches		CBNRM for communities.
Financial overstretch / failure to secure required resources to implement the National Anti-Poaching Strategy effectively. GoB may be reluctant to increase investments into wildlife conservation and give higher priority to other needs such as infrastructure development. Donors may be reluctant to invest in Botswana at the same time as a number of new initiatives are being launched or developed.	Financial, Political	P = 1 I = 1  LOW	Botswana government has shown great commitment to wildlife conservation. It recognizes that, beyond the conservation value, wildlife presents a clear opportunity for diversifying its economy, and is the main source of livelihoods for rural communities, given the dry/desert-like nature of the its climate. It is therefore safe to assume that with the project support, the government will do everything in its power to direct as much resources to wildlife conservation as the national budgets can afford. Indeed, the government already recognizes wildlife crime as a huge threat to the country's tourism industry and has already taken steps to increase law enforcement capacity against the threat. The government support is still anticipated with increased investments of resources into this area. However, any issue has to be brought to the PSC's attention.	Project manager and the Project Steering Committee	High political support, willingness and engagement in tackling poaching, wildlife poisoning and IWT.
The revision of the size of, and gazettment of the Wildlife Management Areas will require political support from the local communities, Land Boards, cattle and game ranchers and all levels of governments.	Operational/strategic	P = 3 I = 2 MODERATE	The project will build on the work of the Conservation International/GoB project that identified three potential migratory corridors. It will use economic valuation of ecosystems services to demonstrate that the short term benefits being derived by the beef industry from encroaching cattle production into the Schwelle are quite expensive compared to the economic development in the long-term, and to the livelihoods of the local people (due to the potential loss of wildlife based tourism). The NRM planning framework will provide a forum for participation in this debate by all sectors of society – managed by the DLUPU, which will be empowered by the project to be more effective at facilitating negotiated land uses. The Land Boards and community groups will be granted a forum to argue for a reduction in the size of the WMAs	Project Steering Committee and the Project Manager	High political support for securing wildlife habitats and developing wildlife based economic activities. Less certain support for using policies and incentives to balance livestock and wildlife based

			weighed against the scientific findings of the optimum sizes and juxtaposition of WMAs to secure migratory corridors. Outputs 3.1 has activities specifically designed to manage this risk.		economic activities.
Drought conditions and climate change may undermine the NRM, conservation and livelihood improvement objectives of the project.	Environmental	P = 3 I = 2  MODERATE	There is an approximate rhythm of droughts now established for the Kalahari region that shows there will be a serious drought at least once in ten years and semi-serious ones every 7 or so years. The whole of the SADC region went through a serious drought in 2015-2016. In the Kalahari, droughts have serious effects, as seen in the loss of huge numbers of ungulates in the 1990s. The livelihoods of the indigenous people are particularly vulnerable because of the very limited options and a near absence of formal employment. Improving range condition through adoption of holistic range management, economic utilization of invasive species and bush encroachers will contribute to rehabilitating the rangelands, increasing resilience and the chances of the rangelands recovering rapidly in case of a catastrophic drought. For the wildlife, improving connectivity between the CKGR and the KTP improves the opportunities for accessing a wide range of resources during the lean months of the year, and in particular during droughts. The formulation of a community based adaptation strategy will increase the resource users understanding of climate change and its likely impacts on their already vulnerable livelihoods, and make explicit the actions the communities can take to manage these risks. This will contribute to creating social capital and increasing resilience.	Project Steering Committee and the Project Manager	Southern Africa experienced the one in ten years drought in 2016. Need for monitoring the next one via climate information services.
Poachers and IWT criminals may change their tactics and stay ahead of the newly established capacities to protect wildlife	Operational	P=2 I=3  MODERATE	The project will improve intelligence gathering and sharing to stay on top of the criminals. The project will also increase the participation of local communities and civil society in wildlife crime control to increase the possibility of detecting of poachers (activities under output 2.1 specifically designed to address this). Project Outputs 4.1-4.2	Project Steering Committee and the Project Manager	High political support to evolve anti-poaching strategies as needed.

			are designed to facilitate lessons learning from the project implementation and provide information for the project adaptive management including changes of IVT enforcement strategies in response to the changes in the criminals' behaviour		
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*Types of Risks*

Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other
Natural Disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation	Institutional Arrangements	Corruption	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	New unexpected regulations, policies	Partnerships failing to deliver	Other risks that do not fit in an of the other categories
Pollution incidents	INTERNAL:	Institutional/ Execution Capacity	Government Commitment	Project Management	Critical policies or legislation fails to pass or progress in the legislative process	Strategic Vision, Planning and Communication	Might refer to socioeconomic factors such as: population pressures; encroachment – illegal invasions; poaching/illegal hunting or fishing
Social and Cultural	Co-financing difficulties	Implementation arrangements	Political Will	Human Error/Incompetence		Leadership and Management	Poor response to gender equity efforts
Security/Safety	Use of financing mechanisms	Country Office Capacity (specific elements limiting CO capacity)	Political Instability	Infrastructure Failure		Program Alignment	
Economic	Funding (Financial Resources)	Governance	Change in Government	Safety being compromised		Competition	

	Reserve Adequacy	Culture, Code of Conduct and Ethics	Armed Conflict and Instability	Poor monitoring and evaluation		Stakeholder Relations	
	Currency	Accountability and Compensation	Adverse Public opinion/media intervention	Delivery		Reputation	
	Receivables	Succession Planning and Talent Management		Program Management		UN Coordination	
	Accounting/Financial Reporting	Human resources Processes and Procedures		Process Efficiency		UN Reform	
	Budget Allocation and Management			Internal Controls			
	Cash Management/Reconciliation			Internal and External Fraud			
	Pricing/Cost Recovery			Compliance and Legal			
				Procurement			
				Technology			
				Physical Assets			

**ANNEX 9. Results of the capacity assessment of the project implementing partner<sup>45</sup>**

**Summary Results of the UNDP Capacity Development Scorecard for SLM (Scorecard adopted and adapted from PA Management)**

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	2	6	33.33	0	3	0	n/a	n/a	n/a	16.66
(2) Capacity to implement policies, legislation, strategies and programs	1	3	33.33	5	24	20.83	4	12	33.33	29.16
(3) Capacity to engage and build consensus among all stakeholders	1	6	16.66	2	6	33.33	1	3	33.33	27.77
(4) Capacity to mobilize information and knowledge	1	3	33.33	1	3	33.33	1	3	33.33	33.33
(5) Capacity to monitor, evaluate, report and learn	2	6	33.33	2	6	33.33	1	3	33.33	33.33
<b>TOTAL Score and average for %'s</b>	<b>7</b>	<b>24</b>	<b>29.16</b>	<b>10</b>	<b>42</b>	<b>23.80</b>	<b>7</b>	<b>21</b>	<b>33.33</b>	<b>28.05</b>

**Detailed Results from the Capacity Development Scorecard**

<sup>45</sup> Capacity scorecards for law enforcement agencies will be completed during inception phase and used to update this Annex and WGP Tracking Tool



Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
<b>I. Capacity to conceptualize and formulate policies, legislations, strategies and programs</b>					
	Systemic	The SLM agenda is being effectively championed / driven forward	<p>0 -- There is essentially no SLM agenda;</p> <p>1 -- There are some persons or institutions actively pursuing a SLM agenda but they have little effect or influence;</p> <p>2 -- There are a number of SLM champions that drive the SLM agenda, but more is needed;</p> <p>3 -- There are an adequate number of able "champions" and "leaders" effectively driving forwards a SLM agenda</p>	<b>1</b>	Weak policy and legal support
	Systemic	There is a strong and clear legal mandate for the establishment and management of SLM structures	<p>0 -- There is no legal framework for SLM;</p> <p>1 -- There is a partial legal framework for SLM but it has many inadequacies;</p> <p>2 -- There is a reasonable legal framework for SLM but it has a few weaknesses and gaps;</p> <p>3 -- There is a strong and clear legal mandate for the establishment and SLM structures</p>	<b>1</b>	The legal framework offers weak support for SLM
	Institutional	There is an institution responsible for SLM able to strategize and plan (this is 2 issues - needs separating, 1	<p>0 – Potential SLM institutions have no plans or strategies;</p> <p>1 – Potential SLM institutions do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion;</p> <p>2 – Potential SLM institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation;</p>	<b>0</b>	DLUPU has no plans and strategies. The institution does not implement its integrated planning mandate

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		Systemic, 2 institutional)	3 – Potential SLM institutions have relevant, anticipatorily prepared, regularly updated strategies and plans		
<b>2. Capacity to implement policies, legislation, strategies and programs (total for systemic to be changed to 3)</b>					
	Systemic	There are adequate skills for SLM planning and management	<p>0 -- There is a general lack of planning and management skills;</p> <p>1 -- Some skills exist but in largely insufficient quantities to guarantee effective planning and management;</p> <p>2 -- Necessary skills for SLM planning do exist but are stretched and not easily available;</p> <p>3 -- Adequate quantities of the full range of skills necessary for effective SLM planning and management are easily available</p>	I	Serious staff and skills shortages at District level.
	Institutional	SLM institutions are effectively led	<p>0 – Potential SLM institutions have a total lack of leadership;</p> <p>1 -- Potential SLM institutions exist but leadership is weak and provides little guidance;</p> <p>2 -- Potential SLM institutions have reasonably strong leadership but there is still need for improvement;</p> <p>3 -- Potential SLM institutions are effectively led</p>	I	Leadership is weakened by lack of support from legal framework
	Institutional	There exists regularly updated, anticipatorily prepared, comprehensive management plans for SLM	<p>0 – There are no SLM management plans;</p> <p>1 -- Poor SLM management plans exists but they are typically not comprehensive and were not anticipatorily prepared;</p> <p>2 – Good SLM management plans exist though some are old, not anticipatorily prepared or are less than comprehensive;</p>	I	Inadequate stakeholder participation

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			3 – There exist regularly updated, anticipatorily prepared, comprehensive management plan		
	Institutional	Human resources are well qualified and motivated	<p>0 -- Human resources are poorly qualified and unmotivated;</p> <p>1 -- Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated;</p> <p>2 -- HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified;</p> <p>3 -- Human resources are well qualified and motivated.</p>	I	Staff shortages and lack of motivation to work in remote areas
	Institutional	Management plans are implemented in a timely manner effectively achieving their objectives	<p>0 -- There is very little implementation of management plans;</p> <p>1 -- Management plans are poorly implemented and their objectives are rarely met;</p> <p>2 -- Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met;</p> <p>3 -- Management plans are implemented in a timely manner effectively achieving their objectives</p>	I	Staff and skills shortages
	Institutional	Potential SLM institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively	<p>0 -- Potential SLM institutions typically are severely underfunded and have no capacity to mobilize sufficient resources;</p> <p>1 -- Potential SLM institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate;</p> <p>2 -- Potential SLM institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate;</p>	0	Government funding available for some institutions but grossly inadequate. DLUPU has no budget.

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		implement their mandate	3 -- Potential SLM institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate		
	Institutional	Potential SLM institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	0 -- While Potential SLM institution exists it has no resources management role; 1 -- Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal; 2 -- The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way; 3 -- The potential SLM institution is effectively managed, efficiently deploying its human, financial and other resources to the best effect	0	Top-down management reduces operational capacity
	Institutional	Potential SLM institutions are highly transparent, fully audited, and publicly accountable	0 -- Potential SLM institutions totally non-transparent, not being held accountable and not audited; 1 -- Potential SLM institutions are not transparent but are occasionally audited without being held publicly accountable; 2 -- Potential SLM institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent; 3 -- Potential SLM institutions are highly transparent, fully audited, and publicly accountable	1	Audit largely internal for some institutions
	Institutional	There are legally designated SLM institutions with the authority to	0 -- There is no lead institution or agency with a clear mandate or responsibility for SLM;	0	Sectoral approach to NR management

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
		carry out their mandate	<p>1 -- There are one or more institutions or agencies dealing with SLM but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements;</p> <p>2 -- There are one or more institutions or agencies dealing with SLM, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps;</p> <p>3 -- SLM institutions have clear legal and institutional mandates and the necessary authority to carry this out</p>		
	Individual	Individuals are able to advance and develop professionally	<p>0 -- No career tracks are developed and no training opportunities are provided;</p> <p>1 -- Career tracks are weak and training possibilities are few and not managed transparently;</p> <p>2 -- Clear career tracks developed and training available; HR management however has inadequate performance measurement system;</p> <p>3 -- Individuals are able to advance and develop professionally</p>	I	Staff training and development managed centrally at headquarters
	Individual	Individuals are appropriately skilled for their jobs	<p>0 -- Skills of individuals do not match job requirements;</p> <p>1 -- Individuals have some or poor skills for their jobs;</p> <p>2 -- Individuals are reasonably skilled but could further improve for optimum match with job requirement;</p> <p>3 -- Individuals are appropriately skilled for their jobs</p>	I	No clear strategy for job specific skills development
	Individual	Individuals are highly motivated	0 -- No motivation at all;	I	Staff not motivated to

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			<p>1 -- Motivation uneven, some are but most are not;</p> <p>2 -- Many individuals are motivated but not all;</p> <p>3 -- Individuals are highly motivated</p>		work in remote areas
	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	<p>0 -- No mechanisms exist;</p> <p>1 -- Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;</p> <p>2 -- Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;</p> <p>3 -- There are mechanisms for developing adequate numbers of the full range of highly skilled SLM professionals</p>	I	Centralised staff development systems and high staff turnover are a problem
<b>3. Capacity to engage and build consensus among all stakeholders</b>					
	Systemic	SLM has the political commitment it requires	<p>0 -- There is no political will at all, or worse, the prevailing political will runs counter to the interests of SLM;</p> <p>1 -- Some political will exists, but is not strong enough to make a difference;</p> <p>2 -- Reasonable political will exists, but is not always strong enough to fully support SLM;</p> <p>3 -- There are very high levels of political will to support SLM</p>	I	The broader sectoral system of NR governance makes it difficult to support SLM

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
	Systemic	SLM has the public support it requires	<p>0 -- The public has little interest in SLM and there is no significant lobby for it;</p> <p>1 -- There is limited support for SLM;</p> <p>2 -- There is general public support for SLM and there are various lobby groups such as environmental NGO's strongly pushing them;</p> <p>3 -- There is tremendous public support in the country for SLM</p>	0	Due to lack of public participation in NR, SLM is not viewed as an option worth pursuing.
	Institutional	SLM institutions are mission oriented	<p>0 -- Institutional mission not defined to cover SLM;</p> <p>1 -- Institutional mission poorly defined to operationalise SLM and generally not known and internalized at all levels;</p> <p>2 -- Institutional mission well defined and internalized but not fully embraced;</p> <p>3 -- Institutional missions are fully internalized and embraced</p>	1	For example DLUPU not implementing integrated planning mandate
	Institutional	Potential SLM institutions can establish the partnerships needed to achieve their objectives	<p>0 -- SLM institutions operate in isolation;</p> <p>1 -- Some partnerships in place but significant gaps and existing partnerships achieve little;</p> <p>2 -- Many partnerships in place with a wide range of agencies, NGOs etc., but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;</p> <p>3 -- SLM institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner</p>	1	Some key and primary stakeholders left out

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
	Individual	Individuals carry appropriate values, integrity and attitudes	<p>0 -- Individuals carry negative attitude;</p> <p>1 -- Some individuals have notion of appropriate attitudes and display integrity, but most don't;</p> <p>2 -- Many individuals carry appropriate values and integrity, but not all;</p> <p>3 -- Individuals carry appropriate values, integrity and attitudes</p>	I	Primary stakeholders complain of inappropriate attitude by some NR managers
<b>4. Capacity to mobilize information and knowledge</b>					
	Systemic	Potential SLM institutions have the information they need to develop and monitor strategies and action plans for the management of the land resources	<p>0 -- Information is virtually lacking;</p> <p>1 -- Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;</p> <p>2 -- Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;</p> <p>3 -- SLM institutions have the information they need to develop and monitor strategies and action plans for the management of the land resources</p>	I	Capacity and skills for this is very low at operational levels.
	Institutional	Potential SLM institutions have the information needed to do their work	<p>0 -- Information is virtually lacking;</p> <p>1 -- Some information exists, but is of poor quality and of limited usefulness and difficult to access;</p> <p>2 -- Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity;</p>	I	No targeted research and monitoring for key areas



Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
			3 -- Adequate quantities of high quality up to date information for SLM planning, management and monitoring is widely and easily available		
	Individual	Individuals working within SLM work effectively together as a team	0 -- Individuals work in isolation and don't interact; 1 -- Individuals interact in limited ways and sometimes in teams but this is rarely effective and functional; 2 -- Individuals interact regularly and form teams, but this is not always fully effective or functional; 3 -- Individuals interact effectively and form functional teams	I	The existing sectoral system lowers levels of integration and SLM
<b>5. Capacity to monitor, evaluate, report and learn</b>					
	Systemic	SLM relevant policy is continually reviewed and updated	0 -- There is no policy or it is old and not reviewed regularly; 1 -- Policy is only reviewed at irregular intervals; 2 -- Policy is reviewed regularly but not annually; 3 -- National SLM relevant policy is reviewed annually	I	Policies reviewed at irregular intervals
	Systemic	Society monitors the state of SLM	0 -- There is no dialogue at all; 1 -- There is some dialogue going on, but not in the wider public and restricted to specialized circles; 2 -- There is a reasonably open public dialogue going on but certain issues remain taboo; 3 -- There is an open and transparent public dialogue about the state of land resources	I	Limited public participation

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
	Institutional	Institutions are highly adaptive, responding effectively and immediately to change	0 -- Institutions resist change; 1 -- Institutions do change but only very slowly; 2 -- Institutions tend to adapt in response to change but not always very effectively or with some delay; 3 -- Institutions are highly adaptive, responding effectively and immediately to change	I	Very slow change on the rare occasion when policy is reviewed
	Institutional	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	0 -- There are no mechanisms for monitoring, evaluation, reporting or learning; 1 -- There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak; 2 -- Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be; 3 -- Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	I	Capacity for this is low. Is affected by shortage of personnel at operational levels

Strategic Area of Support	Target for CD	Outcomes	Outcome Indicators (Scorecard)	Initial Evaluation	Evaluative Comments
	Individual	Individuals are adaptive and continue to learn	<p>0 -- There is no measurement of performance or adaptive feedback;</p> <p>1 -- Performance is irregularly and poorly measured and there is little use of feedback;</p> <p>2 -- There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;</p> <p>3 -- Performance is effectively measured and adaptive feedback utilized</p>	I	Most institutions measure performance every year but feedback is not used

## Annex 10: Detailed project design table including activities

153. See activities in ANNEX 1 - Multi Year Work Plan. These will be refined during inception; and both annex 1 and Annex 12 will be updated.

## Annex 11: List of stakeholders consulted during PPG phase

### Gantsi Stakeholders consultation workshop – list of workshop attendees

Name	Gender	Village/Organisation	Contacts
Sharon Seejane	F	Karakubis	6593015
Oscar Kangoonui	M	Makunda VDC	73674457
Wilfred P. Kwadipane	M	Chobokwane VDC	73796810
Benny Nehemiah	M	Veterinary	6596831
Johannes P. Galase	M	Ncojane VDC	73699493
Kebonye Mangongorego	M	Bere Headman	73697124
Keitumetse N. Kgashe	F	Bere VDC	73117949
Luka F. Xhota	M	W/Hanahai	73381131
K. Setshwantsho	F	Tshootsha VDC	73635721
Mphoyaone Ndjoze	F	Chobokwane VDC	73918232
Erica Hendrick	F	Kuru-A-Boo Trust/ New Xanagas	73617826
Thomas Sekepese	M	Kuru-A-Boo Trust/ New Xanagas	73705129
Zeendanaune Kambura	M	Conservation member/ Gantsi	73680027
Tekolo Gotshelamang	F	Hiku Trust/ Qabo	73869860
Gaarongwe Sixpence	F	Hiku Trust/ Qabo	73688311
Mogomane Joel Lekgari	M	Charleshill constituency office	73397494
Elias Molapong	M	Tourism	6596733
Christopher Mbidana	M	Cheetah conservation Botswana	
Emilien Terrade	M	Cheetah conservation Botswana	76943070
Harambe Jector K.	M	Umbrella VDC/ Gantsi	73734442
Dick Saidoo	M	Headman of Arbitration/ Kaggae	
Moffat Saidoo	M	VDC Chairperson	73502389
Bokie Maudi	M	Agribusiness	6596049
Samson Motlhala	M	Crop Production	6596139
Sarah Jane	F	PTA Chairperson/Dikar	74372320
Sarah Tibi	F	VDC secretary	73805378
Molapi Kwadipane	M	Conservation committee	73712676
Kemmony Moilatshimo	M	VDC secretary/ East Hanahai	
Petro Moretlwa	M	VDC Vice Chairman/ Grootlaagte	73651037
Besa Dabe	M	Kgosana/ Grootlaagte	75856942
Martha T. Keikanetswe	F	LEA	6597161
Olaotswe Baumake	M	Huiku Trust/ Qabo	71641249
Reuben Makwatse	M	DMS	72415727
R.B.N. Lekgothu	M	Tribal Admin	6596539
Gosego Jotia	F	ODC	6596358
Goitseone Lebonetse	M	DWNP	6596465/323
Jacob Zeriva	M	VDC	73584013
Keone Dikgantsho	M	DWNP	6596323
Gaolefufa Segopa	F	Tribal Admin	6596052/444

Kabelo Leshobe	M	DWNP	6596323
Mpontshang Mothibi	F	DMS	73028301
Bafentse Thoje	M	DAP	71393664
Florence Ontiretse	F	DWNP	6596323/465
Ame V. Muzila	F	LEA	71356569
Jesus Mosokwe	M	MP's office	6597507
Bonang Serurubele	F	DWNP	6596323
Victoria Kwena	F	DABP	6596049
Thandy Sikele	F	DWNP	6596323
Ngareza Marenga	F	DFRR	6597611
Chidzani S. Mabalani	M	DFRR	6597611
Elias Molapong	M	DOT	6596733
Lopang Pascal Madisa	M	GDC	73503921
Vincent Ramatsabana	M	DWNP	73826382
Khumo Xase	M	Tribal admin/ West Hanahai	77428358
Modise Coenie	M	CCB	73456423
Mercy Munyadzwe	F	DWNP/ Gaborone	3971405
Kefilwe Tsebe	F	DFRR/ Gaborone	3905040
Onalenna Petros	F	DEA/ Gaborone	3905040
Kuda Mpolokang	M	DEA/ Gaborone	3905040
T. Babibeng	M	DEA/ Gantsi	6596101
John Kempf	M	Gantsi Beef Produce Ass.	72288929(SMS)`

#### Hukuntsi Stakeholders' workshop - attendance register

Name	Village/Organisation	Contacts
Kegomoditswe Mokoto	Qhaa Qhing Trust Chairperson	73824598
Keolopile Moumakwa	Qhaa Qhing Trust secretary	75824035
Thatayaone Bok	Hukuntsi west VDC	73824916
Copper Sakitu	DFRR Hukuntsi	6510245
Mareana Keagile	Hukuntsi west VDC	73131844
Kebaneilwe Ngakanyane	Hukuntsi VDC	74785283
Galapale Mabebe	Hukuntsi East VDC	73655606
Mokwadi Mokope	Hukuntsi East VDC	72708002
Charles Paledi	KCC Chairman	72145544
Batanang Magogobe	KDI Trust	73063672
Otlhadile Phutietsile	Make VDC	75235929
Dipogiso Gaboitsalwe	NKXT Chairperson	73542694
Abigail Engleton	UNDP	3633768
Gloria Komanyane	DFRR	3954050
Kabelo Senyatso	Birdlife Botswana	3190540
Adrian Kholi	Consultant	71633846
Mercy Moemedi	Consultant	72869572
Lapo Magole	UB/consultant	72154990
Kutlwano Pheko	Monong VDC	73401242
Motlalepula Malgas	Inalegolo VDC	73517449
Mmadingake Mojaki	Monong VDC	73857429
Keabaabetswe Sechele	Hunhukwe/ Mahumo Trust	73576274

Lesego Sam	Tshane VDC	74900651
Kalafo Sentime	Monong/ Mahumo Trust	73259676
Kebabonye Morue	Make VDC	73680531
Goitsemodimo Mogotlhwane	Wildlife Hukuntsi	6510082/83
Kefilwe Tsetse	DFRR Gaborone	3954050
Onalenna Petros	DEA Gaborone	3902050
Phemelo Gadimang	DWNP Gaborone	3996585
Kuda Mpolokang	DEA Gaborone	3902050
Mercy Munadzwe	DWNP Gaborone	3971405
Kebonyemodisa Maplanka	DFRR Gaborone	3954050
Oabile Keemetswe	DEA Gaborone	3902050
Gerard Moffat	DWNP Hukuntsi	6810082/1
Poneso Molefhe	Badirammogo T. Group	73114498
Otsile Malesong	Phuduhudu T. Group	73772681
Mashel Sefako	Motlhala-Wa-Ngwao	73575689
Mothusi Molefele	Badirammogo T. Group	73506179
Pereko Nkaletsa	Phuduhudu T. Group	
Tirelo Lekaukau	Zutshwa T. Group	73272846
Hildah Kebonyeng	Naledi choir	73504002
Matlotlo S.	Ngwathe settlement	73438947
Jeff Mathata Daa	Zikhwi settlement	73465238
Morgen Serema	Inalegolo Traditional Group	73533228
Thusoyaone Dichekanyane	Wildlife	6510268
Kaki Matlakala	Solar Engineer	73315118
Tshegofatso Koto	Zutshwa	73599114

#### Tsabong Stakeholders workshop – list of attendees

Title	Name	Village/institution	Contact
Ms	Lapologang Magole	Gaborone/UB	72154990/3555632
Mr	Ntombo Kholi	Maun/ Consultant	71633846
Ms	Gloria Komanyane	DFRR/Gaborone	3954050/72399748
Ms	Abigail Engleton	UNDP	3633768
Mr	Khulekani Mpofu	DEA/Gaborone	3902050
Ms	Nametso Molodi	Wildlife	6540280
Mr	Leabaneng Bontshetse	Wildlife(K.T.P)	6540280/71635373
Ms	Magaret Visagie	Tsamama Trust	73225036/72695264
Ms	Ruth David	VDC West Tsabong	73602940
Mr	Venza Poni	Koinaphu Trust	73628603
Ms	Patricia Piet	Koinaphu Trust	73891422
Ms	Kethlwaafetse Maruru	VDC Kokotsha	76412191
Ms	Nanake Basimane	VDC Kokotsha	75867865
Ms	Moremedi Basego	DEA/ Tsabong	6540142
Ms	Motlatsi Gababoloke	DWNP/ Tsabong	6540280
Mr	Letlhogonolo Phologo	DWNP/ Tsabong	6540201
Mr	Phemelo Gadimang	DWNP/ Gaborone	3971405/3996585
Ms	Martha Isaacs	Boravast Trust chair	73392218
Ms	Hildah Kamboer	Boravast Trust	73189407/75143365
Ms	Dinah Balie	VDC Khawa	73507401

Ms	Elizabeth Gabonewe	VDC Khawa	73402738
Ms	Lys Van Staden	VDC Bokspits	73619202
Mrs	Emma Marekwa	Kgosi Bokspits	75919704
Ms	Rachel Esterhuizen	VDC Bokspits	73214905
Mr	Fredrick Titus	Boravast Trust	73447631/75850373
Mr	Phillimon Ngwazireko	Dept. Water Affairs	71653834
Ms	Lydia k. Mosela	Wildlife	73399704
Kgosi	Piet Manyoro	Khawa	73485752
Kgosi	Setlamaruping Moseki	Middlepits	73392751
Kgosi	Vincent Phologo	Makopong	73798050
Mr	Steyn Kefaletse	Kgasongo Association	73333180
Kgosi	David S. Toto II	Tribal Admin/ Tsabong	6540328/149
Councillor	Meleko Thumpe	Kokotsha	71860145/73428044
Mr	T. Setshego	KGDC-Eco planning	744178945
Ms	Dineo T. Bimbo	VDC Secretary/ Makopong	75081125/737449632
Mr	Meshack Tiau	VDC/ Makopong	72361991/73160888
Mr	John Toto	Tsabong	72698604
SPP	J.Nkabelang	KGDC	6540061
Mr	Oats P.B	S&CD	6540258

## Annex 12: Communication/Stakeholder Engagement plan

### 1. Information dissemination, consultation, and similar activities that took place during the PPG

154. Throughout the project's development, close contact was maintained with stakeholders at the national and local levels. All affected national and local government institutions were directly involved in project development, as were key donor agencies. Numerous consultations occurred with all of the above stakeholders to discuss different aspects of project design. This included:

- A series of bilateral discussions with national public institutions and multilateral agencies – notably the MENT (Department of Wildlife and National Parks, Department of Environmental Affairs, Department of Forest and Range Resources). The Botswana Defence Forces (the Army, Police Service and Prisons) were consulted to a lesser extent. The Kgalkadi and Ghanzi District Technical Teams and the Ministry of Local Governments were consulted; as was UNDP – to solicit information on the current project baseline, consult on proposed project interventions and confirm the political, administrative, operational and financial commitment of project partners (including securing co-financing commitments);
- A series of consultative field visits and meetings were held with the relevant responsible institutions in the project's target areas, in Ghanzi and Kgalagadi Districts. These field visits and meetings sought to assess the local challenges *in situ*, and consultatively identify prospective solutions;
- Consultative consolidated workshop with representatives of all key national and international organizations and NGOs in order to present the project and identify opportunities for synergies and collaboration (to be held soon!!);
- Validation workshop to present the detailed project outputs, activities, budgets and implementation arrangements to all stakeholders, including all key government agencies and institutions (held on 9 December 2016);
- Iterative circulation of the project documentation for review and comments.

### 3. Approach to stakeholder participation

155. The projects approach to stakeholder involvement and participation during project implementation is premised on the principles outlined in the table below.

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

### 4. Stakeholder involvement plan



156. The project’s design incorporates several features to ensure ongoing and effective stakeholder participation in the project’s implementation. The mechanisms to facilitate involvement and active participation of different stakeholder in project implementation will comprise a number of different elements:
- (i) Project inception workshop to enable stakeholder awareness of the start of project implementation
157. The project will be launched by a multi-stakeholder workshop. This workshop will provide an opportunity to provide all stakeholders with the most updated information on the project and the project work plan. It will also establish a basis for further consultation as the project’s implementation commences.
158. The inception workshop will address a number of key issues including: assist all partners to fully understand and take ownership of the project; detail the roles, support services and complementary responsibilities of the key project stakeholders – DWNP, DFRR, DEA, BTO, Ministries of Local Government, agriculture and Land and Housing, Civil Society, Academia and Communities, as well as Development Partners, *vis à vis* the implementation of project outputs and activities; and discuss the roles, functions, and responsibilities within the project structure, including reporting and communication lines, and conflict resolution mechanisms.
159. The Workshop will also be a forum to: review the project budget; finalize the first annual work plan as well as review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks; provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements; and plan and schedule project meetings for the Steering Committee.
- (ii) Constitution of Steering Committee to ensure representation of stakeholder interests in project
160. A Project Steering Committee (PSC) will be constituted to ensure broad representation of all key interests throughout the project’s implementation. The representation, and broad terms of reference, of the SC are further described in [Section I, Part III](#) (Management Arrangements) of the Project Document.
- (iii) Establishment of a Project Management team to oversee stakeholder engagement processes during project
161. The Project Management Unit (PMU) - comprising a Project Manager (PM), Project Administrative Assistant (PAA), Project Financial Assistant (PFA) and three Technical Advisors (Wildlife Protection, Ecosystems and Value Chains Development expert), supported by an M&E and Gender expert will take direct operational and administrative responsibility for facilitating stakeholder involvement and ensuring increased local ownership of the project and its results. The PMU will be located in Ghanzi, but will ensure coordination among key stakeholder organizations at the national level informs project implementation.
- (iv) Project communications to facilitate ongoing awareness of project
162. The project will develop, implement and maintain a communications strategy to ensure that all stakeholders are informed on an ongoing basis about: the project’s objectives; the projects activities; overall project progress; and the opportunities for involvement in various aspects of the project’s implementation. This strategy will ensure the use of communication techniques and approaches that appropriate to the local contexts such as appropriate languages and other skills that enhance communication effectiveness. The project will develop and maintain a web-based platform for sharing and disseminating information on sustainable pasture and forest planning and management practices across the project planning domain (see [Part II, Strategy](#)).
- (v) Stakeholder consultation and participation in project implementation
163. A comprehensive stakeholder consultation and participation process will be developed and implemented for each of the following outputs/activities:

<b>Project Outputs</b>
Output 1.1: National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started
Output 1.2: District level wildlife management and law enforcement agencies provided with capacity to implement provisions of the National Strategy to combat wildlife crimes in Kgalagadi and Ghanzi Districts
Output 2.1: At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities

Output 2.1: Strategies for communities, CSOs and academia to collaborate with law enforcement agencies are established and applied to reduce HWC and increase local level participation in combatting wildlife crimes in the two districts
Output 3.1: Approximately 500,000 <sup>46</sup> ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11)
Output 3.2: Approximately 100,000 ha of community lands around the Protected Areas (east of KD1 and east of KD15/Bokspits) put under improved community rangeland management and pastoral production practices (such as Holistic Range Management, bush clearance, rehabilitation of degraded pastures, climate smart agriculture and community based fire management. This integrates SLM into livelihood activities and reduces threats to wildlife from the productive landscape outside the PAs
Output 3.3: Capacity of NRM support institutions and communities to sustain project initiatives on integrated landscape planning, WMA management as wildlife conservation corridors and mainstreaming of SLM into communal areas developed
Output 4.1: Gender strategy developed and used to guide project implementation, monitoring and reporting
Output 4.2: Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and share lessons.

164. A participatory approach will be adopted to facilitate the continued involvement of local stakeholders including the vulnerable and marginalized members of the community (including women) and institutions (such as University of Botswana, NGOs, CSO's, etc.) in the implementation of the project activities within the targeted villages and cattle posts. Wherever possible, opportunities will be created to train and employ local residents from villages proximate to sites targeted for project intervention (e.g. sites targeted for bush clearance, management of invasive alien species, restoration/rehabilitation of degraded and pasture; sites targeted for sustainable pasture and forest management etc.). This will be facilitated via the ecological restoration fund.

(vi) Formal structures to facilitate stakeholder involvement in project activities

165. The project will also actively seek to establish formalized structures to ensure the ongoing participation of local and institutional stakeholders in project activities. More specifically it will support the establishment of local groups such as veldt harvester cooperatives, committees as an institutional mechanism to improve the communication, collaboration and cooperation between tenure holders, rights holders, natural resource users and the relevant national, regional and local administrations.

(vii) Capacity building

166. All project activities are strategically focused on building the capacity - at the systemic, institutional and individual level - in order to ensure sustainability of initial project investments. Significant GEF resources are directed at building the capacities of *inter alia*: wildlife protection and law enforcement institutions, NRM institutions, community groups, including women and the youth. The project will in particular build the capacity of local communities (e.g. local community groups and vulnerable and marginalized segments) to enable them to actively participate in project activities. The project will, wherever possible, use the services and facilities of existing local training and skills development institutions.

#### 4. *Coordination with other related initiatives*

167. This project is complementary to the Africa part of the GWP (Mozambique, Tanzania and Kenya). In addition to being coordinated closely with these projects, it will be coordinated with other relevant projects as outlined in Table 6.

168. The Project Management Unit (PMU) of this project will continually scan for new and existing projects addressing similar issues and seek collaborations to learn lessons and build synergies.

169. The project will seek to develop collaborative agreements with relevant NGO partners and national and international research institutions to support the implementation of selected project activities (e.g. advancing

<sup>46</sup> This number represents a part of the total area of KD1 and KD2 WMAs. It is not clear what the exact size of these areas is, but previous size of KD1 was estimated 1,222,500 hectares. Cabinet recently approved WMA boundaries, so the original boundaries may have been revised downwards. Exact size of the WMAs will be confirmed during Year 1 of the project. This information is currently not publicly available.

research on strategies for reducing depredation, value chain development, managing invasive and economic exploitation of bush clearance, etc.). The project will, within the framework of these collaborative agreement/s, then assist in reimbursing the costs of NGOs and academic institutions in the direct implementation of activities that fall directly within the ambit of the project outputs.

**Annex 13 – Draft Letter of Agreement between Government of Botswana and UNDP for provision of support services (attached separately)**

**Annex 14 – Socio-Economic Baseline with Gender considerations**

This document is available upon request.

**Annex 15 – Detailed Threat, Root cause Barrier Analysis (Available upon Request)**