

Botswana Country Programme Strategy 2010-2014

SGP The GEF
Small Grants
Programme



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List of acronyms and abbreviations

AIDS	Acquired Immuno Deficiency Syndrome
BD	Biodiversity
BIDPA	Botswana Institute of Development and Policy Analysis
BOCOBONET	Botswana Community Based Organisations Network
BOCONGO	Botswana Coalition of Non-Governmental Organisations
CBD	Convention on Biological Diversity
CBFiM	Community Based Fire Management
CBNRM	Community Based Natural Resources Management
CBOs	Community Based Organisations
CC	Climate Change
CCF	Community Conservation Fund
CD	Capacity Development
COPs	Conference of Parties
CPMT	Central Project Management Team
CSOs	Civil Society Organisations
CTF	Conservation Trust Fund
EDF	European Development Funds
EU	European Union
FCB	Forest Conservation Botswana
GEF	Global Environment Facility
GEF/SGP	Global Environment Facility Small Grants Programme
HIV	Human Immuno Deficiency Virus
IW	International Waters
LD	Land degradation
MOA	Memorandum of Agreement
NAP	National Action Plan
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NCSA	National Capacity Self-Assessment
NGOs	Non-Governmental Organisations
NIP	National Implementation Plan
NPFE	National Portfolio Formulation Exercise
NSACB	Non State Actors Capacity Building
NSC	National Steering Committee
OP5	Operational Phase 5
PA	Programme Assistant
POPs	Persistent Organic Pollutants
SC	Stockholm Convention
SFM	Sustainable Forest Management
SGP	Small Grants Programme
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States of America Dollar

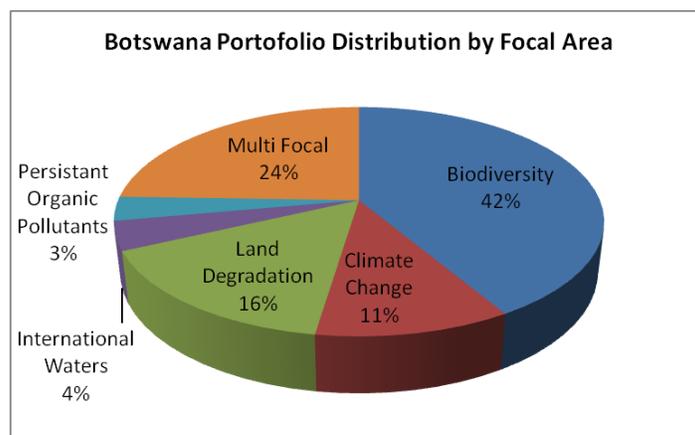
SGP Country Programme Strategy for utilization of OP5 grant funds

Country: Botswana
Resources to be invested: US\$2,240,000¹

1. SGP country programme - summary background

The Global Environment Facility Small Grants Programme (GEF/SGP), was officially launched in Botswana in 1992, and has taken strides in establishing itself as fast, effective and efficient delivery mechanism for environmental funds contributing to environmental protection, poverty alleviation and local empowerment through the use of civil society organizations (both Community Based Organizations and Non-Governmental Organizations). In the face of dwindling financial resources from development partners as a result of Botswana being an upper Middle Income Country status, the programme has continued to establish a niche for engagement with partners, the government and the grass root communities in its endeavor to promote both conservation and sustainable use of natural resources for the benefit and appreciation of the people of Botswana. The innovative and piloting nature of the programme has contributed to best practices, placing it as the leader in people and environment initiatives.

Since inception in 1992, the Botswana programme has committed over USD 3.85M for projects with varying degrees of success due to limited organizational, professional and technical capacity in the initial stages of the programme. Through 147 projects, the programme raised USD 5.97M as cash and USD 1.67M in-kind co-financing. However, it has been realized that the building of partnerships and networks of local stakeholders strengthen the capacity of Community Based Organizations (CBOs) and NGOs to address environmental problems and contribute to sustainable development. The programme has over the years established an efficient, transparent and decentralized funding modality responsive to operational problems and ensured equitable access to the resources by potential beneficiaries. In addition, the country portfolio has grown as depicted in pie chart for OP4 below



¹ The level of SGP OP5 resources is an estimated total of the GEF core grant allocation, anticipated STAR resources, as well as other sources of third party co-financing.

One of the major lessons generated by the programme is that the creation of assets in natural resources and establishment of sustainable rural livelihoods opportunities are pivotal to sustainable environmental management and addressing poverty in communities. Such interventions create employment, improve livelihoods, build capacity and generate the much needed cash income for households hence contributing to food security at household level.

The use of the GEF/SGP funds as a basis and a foundation for leveraging other financial resources has led to greater impact of the initiatives implemented by grantees. Such an opportunity has enabled grantees to interact with other role players or development partners with a sense of ownership of the processes hence greater bargaining power. In addition, grantees that have benefited or interacted with the programme has shown a high level of ability to navigate other funding modalities, tapping on emerging financial opportunities, project implementation and meeting the reporting requirements of the contracting authorities. The interface between the grantees and development partners are testimony to the coaching, mentoring and hand holding drive by the programme.

The programme has focused on establishing an efficient, decentralized and transparent system for providing small grant support to community-level initiatives. Through such a wide range of innovative models to demonstrate community-level activities that provide global benefits within the GEF focal areas of concern have been generated.

With a thematic focus, the programme will continue to support the sustainable management and utilization of natural resources within the biological *hot-spots* in Wildlife Management Areas, community use zones and sensitive eco-zones. The programme will promote the commercial production, marketing and sustainable utilization of non-timber products within the community protected areas. The programme will therefore seek to reconcile global environmental goals with poverty reduction and wealth creation, thus contributing significantly to national poverty reduction strategy and working towards attaining the Vision 2016 pillar on an innovative, productive and prosperous nation and the Millennium Development Goal 7 in particular, ensuring environmental sustainability.

The availability of governance structures at grass root level due to the Community Based Natural Resources Management (CBNRM) programme has made the use of community based concept in sustainable use and conservation of natural resources rewarding. The presence of Community Based Organizations institutions in most of rural Botswana has provide a platform and a vehicle for engagement of communities in environmental protection while addressing issues of poverty reduction and local empowerment in congruence with the CBNRM policy. The CBNRM programme was initiated by government in recognition that people best placed to conserve natural resources, are those living with them as they bear the cost of unsustainable utilization. The establishment of a relation between natural resources and the people's quality of life ensures sustainable management of natural resources. The programme will target the buffer zones or areas adjacent to protected areas which are easily replenished by the spillover from the protected areas and are hotspots for human wildlife interface as a way to soften the hard edge.

Over the years, the programme has built a good constituency and constituents of grantees that have strategically positioned itself for partnerships with other development and financial partners through networking, collaboration and sharing of grant making experience. The knowledge of the landscape and local setting coupled with the strong mentoring, coaching and hand holding driven by the programme has helped grantees to leverage more financial resources from other partners. Through such, the programme has availed good initiatives to other donors for parallel and sequential financing hence contributed to greater impact. The government of Botswana has provided financial support to Civil Society Organizations (CSOs) that already had a relationship with SGP to the tune of USD 496,906.00 under the auspices of Community Conservation Fund, Conservation Trust Fund, NGO Assistance Fund and the Alcohol levy. The Environment Support Programme co-financed by the government of Botswana and United Nations Development Programme (UNDP) supported grantees with funds amounting to USD 147,469.00. The Non-State Actors Capacity Building Programme used the programme for benchmarking purposes and in the process funded grantees to the tune of USD 376,000.00. Finally, Forest Conservation Botswana (FCB) availed USD 215, 931.00 to grantees dealing with forest related initiatives.

1.1 Botswana programme within the global SGP and results achieved

The Botswana programme is one of the old SGP programmes established since inception. According to the GEF-5 status, it falls under Category 2c country programme; a situation that is also contributed by being an upper middle income country.

Since inception the programme has contributed to veld product development as a way of ensuring appreciation through generation of benefits and income; triggering sustainable use of natural resources. The eco-tourism development initiatives have contributed to diversification of the economy as it has been identified as an engine of economic growth for the country. The initiatives on conservation of endangered species; have produced good results and success stories, in particular the breeding programmes for both the black and white rhinos.

Through the interface with grantees and community initiatives, the programme has realized that projects in all focal areas provide an opportunity for diversifying livelihoods. Moreover, such initiatives create a platform for instilling a business sense in livelihood ventures leading to sustainability. In addition, involvement in environmental protection and conservation of natural resources initiatives increase the resource base and food security for communities and households. Such situation increases the value of the resources especially the generation of benefits and income, enhancement of management and sustainable use of natural resources by the communities.

The participation of women in conservation initiatives that uses veld products enhances their skills and acts as a vehicle for enhancing household food security while instilling the spirit of self reliance. Women in particular have been in the forefront piloting and venturing into innovative livelihood ventures like craft production and production of morula oil and sweets. The ability of the programme to promote piloting and innovations has been instrumental in acting locally, and attainment of solutions with a global impact.

The programme has realised that people centred approach to conservation bridges the poverty environment interface. Community involvement in all democratic community processes increases the participation rate and ownership of both the natural resources and the initiative. On the other hand, transparent community consultations and communication have come out as essential ingredients that generate best practices in natural resources conservation.

Botswana has a young civil society movement with limited organizational and technical capacity to implement initiatives of certain magnitude. Over the years, the programme has contributed to capacity building through mentoring, coaching and hand holding initiatives. The grantees have become great constituents with the capacity to negotiate and transverse any funding modalities that offer them an opportunity to further their mandate. As result, grantees have been able to access financial resources from various financial and development partners. Moreover, the ability to use the funds availed by the programme as seed funds have facilitated leveraging of more financial resources. Through grantee and donor partnerships, the programme raised additional financial resources amounting to USD 1,788,453.00 with bulk of the resources coming from the government of Botswana (USD 496,906), Environment Support Programme (USD 147,469), NSACBP (USD 376,000), FCB (USD 215,931), Rhodes University (USD 101,352), University of Botswana (USD 74,007), Open Society Initiative for Southern Africa (USD 52,800), International Fund for Agricultural Development (USD 20,000) and Botswana College of Agriculture (USD 16,000).

1.2 Key baseline considerations for the SGP country programme Strategy, major partnerships, and existing sources of co-financing

As one of the longstanding modality for funding community projects with a focus in environment and which is fast, effective and efficient, the programme has strategically positioned itself to work with other financial partners through networking, collaboration and sharing of grant making experience. The ability to reach a wider audience and diverse grantees has enabled the programme to establish itself as a grant making/funding modality with products, a brand with lessons, best practice and impacts. Despite the dwindling donor, development and financial partner supports and departure of other donors due to the upper middle income status of the country, the programme has established linkages for grantees with the few available financial partners with reasonable success.

The government of Botswana through the Ministry of Environment, Wildlife and National Parks and its various departments has been in the forefront in financing environmental initiatives that involve communities. The Department of Environmental Affairs has a Non-Governmental Organizations Assistance Fund for use by the civil society. The Department of Wildlife and National Parks has two funding opportunities. These are the Community Conservation Fund (CCF) and Conservation Trust Fund (CTF). CCF was initiated in National Development Eight as a commitment by government to support the CBNRM program while CTF is funds from the once-off sale of ivory stocks. Funds from the CTF are used exclusively for elephant conservation and development projects for communities living within the neighborhoods of the elephant range.

To date, the government is in the process of establishing the National Environment Fund which will be a conglomerate and umbrella body of all environmental funds. The sources of funds will be from amongst other others the NGO Assistance Fund, Royalties from tourism concession areas, bed levy for training the tourism industry, the envisaged plastic levy, forestry fees, Community Conservation Fund and Conservation Trust Fund. The setting up of the National Environmental Fund will go a long way in availing funds to sustain the environmental initiatives and a great source for co-financing for the programme and grantees.

Apart from financial resources from environmental related support, grantees have benefited from other funding initiatives at Women's Affairs Department for empowerment of women in advancement of the development sphere, the Ministry of Health under the Alcohol Levy Fund for promotion of projects and activities designed to combat alcohol abuse and addiction and minimize the effects of alcohol abuse. In addition, opportunities exist for collaboration with the Ministry of Agriculture for initiatives related to agricultural resources. The recent government poverty eradication drive spearheaded by the Ministry of Presidential Affairs presents partnership and co-financing opportunities for communities to address issues of the poverty environment interface and livelihoods, the very heart of environmental protection, poverty reduction and local empowerment as enshrined in the goals of the programme.

The Non-State Actors Capacity Building (NSACB) Programme which is financed by the European Union in the framework of the European Union-Botswana cooperation has co-financed various grantees that already have initiatives. The NSACB Programme supported Civil Society Organisations (CSOs) that sought to undertake relevant development interventions in their areas of operation, addressed advocacy, representation, promoted rights and good governance, and also promoted innovative measures to enhanced economic diversification and sustainable livelihoods for rural and marginalised sections of the population. The financial support provided by the NSACB Programme has contributed to sustainability of SGP supported initiatives. It is envisaged that the coming of European Development Funds 10 in 2012, will enable the provision of further financial resources to grantees.

Forest Conservation Botswana (FCB) has contributed to co-financing initiatives of the programme that promoted activities designed to conserve, maintain and restore the forests of Botswana. The availability of the financial resources are a result of substitution of a portion of concessional loan debts to United States of America (contracted before 1998), towards national tropical forest conservation activities. FCB funding modality has opened a funding window for civil society organizations in the face of dwindling donor support to Botswana.

The private sector through corporate social responsibility window has also availed funds to the civil society organizations for various cross-cutting initiatives. To that end, the Barclays Community Partnerships Programme through "Funding Innovative Solutions in our Community" has provided financial support for livelihoods and housing initiatives. The "First National Bank Foundation" has aided educational, arts and culture, sport and recreation, social welfare development while the "Debswana Corporate Social Investment Fund" has aimed at creating a legacy of prosperity and sustainability with the communities in Botswana.

2. SGP country programme niche

The GEF Small Grants Programme has identified a niche of working with communities at grass root level as a unique opportunity for addressing environmental conservation, poverty reduction and local empowerment. Communities are the custodians that determine the sustainability of the natural resources. The biggest constituents of GEF/SGP are Community Based Organizations (CBOs) and community groups, ensuring that the programme is decentralized to the remote and rural areas that are left out by other development partners and government. The programme has taken advantage of the CBNRM drive to reach a wider audience and marginalized communities in wildlife rich areas. The mentoring, coaching and hand holding of grantees by the programme has facilitated smooth projects implementation with successes presenting opportunities, lessons and experiences providing best practices for greater programme impact. Problems and challenges in the implementation of the GEF/SGP funded initiatives have provided an opportunity for learning and piloting community based solutions with for effective and efficient community involvement and environmental management instilling a sense of ownership and appreciation of natural resources.

The commitment to environment and people as beneficiaries of the programme has facilitated conservation, appreciation and ownership of natural resources as the communities reap benefits thereof. Communities in most of rural Botswana live off the land, depend on agricultural production and uses goods and services as a source of livelihood and sustenance hence great strain is put on natural resources. According to Botswana Institute for Development Policy Analysis, it has been observed that about 70% of rural household in Botswana derive their livelihoods from agriculture, despite the declining productivity due to over reliance on traditional subsistence-oriented systems, low and erratic rainfall, recurring drought and relatively poor soils.

The use of natural resources provides alternative livelihoods options and an opportunity for diversification from agricultural production. Therefore, the people centered approaches and initiatives supported by GEF/SGP have facilitated the bridging of the poverty and environment interface hence ensuring sustainable environmental management and realization of benefits by the communities. Moreover, the projects pursued in all focal areas create opportunities for diversifying livelihoods, instil a business sense and enhances sustainable management of natural resources. In addition, community based initiatives have tended to increase the resource base and food security for the communities and households. Fishing, establishment of eco-tourism ventures and conservation of endangered species have generated income, created employment and provided an opportunity for spin-off activities.

Further, GEF/SGP has established a niche in promoting gender equality and women empowerment. In Botswana, poverty is more pronounced in rural areas and has a moderate gender bias with female headed household most vulnerable. According to the Botswana Millennium Development Goals Status Report of 2010, women are poorer than men, with 33.1% of female-headed households living below the poverty line compared to 27.1% of male-headed households. The household characteristics of female headed households are that they have a large number of dependants to support and few able-bodied adults to earn income. It was found that heads of female headed households were

significantly older than those from male headed households. Such households have very few household assets and possessions and depended on agricultural production. The skewed distribution of productive resources is attributable in part to the patriarchal nature of the traditional Tswana societies which favors inheritance of family assets by men.

Most of the women in rural areas find themselves trapped in the poverty vicious circle and are trapped with a whole spectrum of health associated issues and a responsibility to provide for their households. In female headed households, the low literacy rate coupled with limited access to basic needs such as access to clean water, shelter, food security, malnutrition, increased vulnerability to diseases, higher HIV/AIDS risk, exploitation of indigenous resources and inevitable socio-pathologies increases their vulnerability and makes the poverty circle eminent. Therefore, women find solace in the use of natural resources in particular, the veld products to make a living and in the process, pilot and venture into innovative livelihood support systems. These initiatives include amongst other things craft production (basket weaving, ostrich eggshell beads production), *morula* oil and sweets production, herbal teas, harvesting of thatching grass, harvesting of *mophane* worm, pottery, beekeeping and guinea fowl rearing. Such initiatives have enhanced skills for women, created employment, generated income, and have business potential while also instilling a business sense leading to sustainability. Income from the veld products therefore, becomes particularly significant as it could be either the only cash income or a supplementary livelihood benefit that initiates broader development and improvement of the quality of life. Value addition to veld products provides a platform for safeguarding and promoting sound community resource management strategies and an opportunity for improving resource management and environmental understanding at grass-roots level.

The programme will also explore a niche of working with vulnerable groups in rural areas especially the San communities. Initiatives that have business inclination were implemented with most creating employment and generating income. The eco-tourism ventures in Khwai, Gcwihaba Caves and Lekhubu Island, thatching grass in Shakawe, craft production in Kacgae, East and West Hanahai and the community fire pilot in Mababe, attest to the interface between the programme and the San communities.

Similarly, the GEF/SGP has worked with communities in the established of eco-tourism ventures in areas that are well endowed with natural resources and cultural heritage sites. The communities have identified the archaeological, cultural and heritage tourism as a niche and an avenue with potential for diversifying the tourism product offered away from wildlife and wilderness based products with embracing the conservation of both cultural resources and national monuments. On the other hand, GEF/SGP has supported initiatives that promoted conservation of species with high index and are listed as endangered. The rhino breeding programme (black and white) at Khama Rhino Sanctuary, the Cheetah Conservation Botswana initiative on the plight of cheetahs, the wattled crane initiative by BirdLife Botswana and the flamingo conservation at Nata Sanctuary attest to the high value conservation initiatives supported by the programme.

Additionally, the programme has also found a niche in establishing land reclamation initiatives that incorporate value addition activities. It has been realized that as much as the land reclamation initiatives are crucial in ensuring that land is not degraded further, such initiatives lack support in the long run as communities have to wait for years while

the natural process of rehabilitation is taking place. In order to generate and maintain interest in the reclamation exercise, value addition initiatives have been incorporated in the projects. The projects such as bee keeping, nursery establishment and guinea fowl rearing provide alternative livelihood and also an opportunity and means to diversify agricultural production that is otherwise on the decline. These types of projects provide a platform for improving livelihoods and the quality of life especially to women and youth that are otherwise vulnerable to poverty. In addition, these projects have potential to reduce poverty through income generation, creation of employment and increasing food security in the community and for poor households.

The ability of the programme to allow grantees to undertake piloting and innovative initiatives has accorded an opportunity to find solutions to emerging conservation issues. The piloting of Community Based Fire Management (CBFiM) by Khama Rhino Sanctuary Trust and Mababe Zokotsama Community Development Trust promises a solution to the problem of wild fires in Botswana. Botswana experiences uncontrolled wildfires every year between August and October when conditions are very hot, dry and windy which favours the fires to be intense and affect large areas. Uncontrolled wildfires are a hazard to life, property and affect land use and sustainability of community livelihoods. Botswana has been implementing a fire prevention and suppression approach for a long time. Fire management strategies have incorporated discouraging the lighting of fires, construction of cut lines and focusing efforts toward extinguishing fires when they occur. Often successful for a number of years these intensive and costly tactics usually delay fires until the times the areas experiences climatic extremes when suppression tactics are ineffective and fires reach disastrous proportions in scale and intensity. Wildfires at this time of year, coupled with the build up of fuel loads over the years of fire prevention end up making such wildfires very intensive and unmanageable.

To stem against the fire menace, the Community Based Fire Management was founded and it is a concept where the community play an integral role in the sustainable management of fire throughout the landscape as they depend on the resources therein to improve their livelihoods. The Khama Rhino Sanctuary is a well established site for breeding endangered white and black rhinos, which is an old initiative supported by the programme, is an ideal site to implement an innovative CBFiM initiative as it has suffered from wild fires before. Khama Rhino is a completely enclosed ecosystem while NG 41 run by Mababe Zokotsama Community Development Trust is a vast open area sandwiched between Moremi Game Reserve and Chobe National Park. These areas are highly endowed with natural resources and of high tourism and conservation potential. The government of Botswana through the Department of Forestry and Range Resources in the Ministry of Environment Wildlife and Tourism is the entity responsible for wild fire management. It has shown a lot of interest in the initiative because approximately 11,846,790 hectares of Botswana was affected by fire in 2008 in the late dry season months of August to October.

2.1 Dates of the country ratification of the relevant Rio Conventions and relevant national planning frameworks:

Table 1: List of relevant conventions and national/regional plans or programmes

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	12 October, 1995
CBD National Biodiversity Strategy and Action Plan (NBSAP)	December, 2004
UN Framework Convention on Climate Change (UNFCCC)	27 January, 1994
UNFCCC National Communications (1 st , 2 nd , 3 rd)	2001 (1 st)
UN Convention to Combat Desertification (UNCCD)	11 September, 1996
UNCCD National Action Programmes (NAP)	2006
Basel Convention on the Trans-boundary Movement of Hazardous Wastes and their disposal	20 May, 1998
Stockholm Convention (SC)	28 October, 2002
SC National Implementation Plan (NIP)	March, 2008
GEF National Capacity Self-Assessment (NCSA)	2007
GEF-5 National Portfolio Formulation Exercise (NPFE)	December, 2010 & March, 2011
Convention on Wetlands of International Importance especially the Waterfowl Habitat (Ramsar Convention)	12 November, 1997
Southern Africa Development Community Revised Protocol on Shared Water Course Systems	2001

2.2 Use of OP5 resources to support implementation of national priorities in relation to GEF-5 Strategic Priorities.

The GEF Small Grants Programme will collaborate, link, network and work closely with the Ministry of Environment Wildlife and Tourism and the departments therein as the government arm mandated to lead conservation, management and sustainable use of natural resources in Botswana. The Department of Environmental Affairs is the lead agent and government focal for GEF and all the Multi-lateral agreements. Since the GEF government focal point sits in the National Steering Committee, this will be used to establish inter-linkages in pursuit of both national and global priorities. The linkage between Operational Phase 5 (OP 5) objectives and the national priorities will enhance delivery of both national and global outcomes with greater impacts realized.

Through the various environmental fora, presentations during stakeholder workshops and call for proposals, the eligible civil society organizations will be made aware of the availability of resources. The country priorities in line with GEF global benefits objectives will be the basis for selection and allocation of OP 5 resources for high impact delivery. The existing relationship between the programme and departments in the Ministry of Environment Wildlife and Tourism will be used to ensure that the OP 5 outcomes are attained. The presence of government extension agents in rural areas will be of great importance in delivering both the OP 5 results and national priorities. Moreover, Botswana Coalition of NGOs (BOCONGO) and Botswana Community Based Organisations Network (BOCOBONET) as umbrella organizations for Non-Governmental Organizations and Community Based Organizations respectively will be

important partners in facilitating, reaching out, engagement and coordination of Civil Society Organizations (CSOs) to access OP 5 resources.

2.3 Geographic focus

Botswana will be divided into ecological zones along the rainfall gradient, soil types and land use. As one moves from North West to South West the rainfall drops rapidly depicting a move from the wet area, the Okavango delta to the desert with sand dunes; clay loams to sandy soils. The availability of natural resources definitely declines along the rainfall gradient and the soils.

2.3.1 North West region

The area is home to the Okavango delta, Okavango river, Thamalakane river, Lake Ngami (a birds hot spot), Tsodilo hills (World Heritage Site), Gcwihaba Caves (a National Monument), Moremi Game Reserve. The area is heavily endowed with natural resources especially the wildlife resources, good for tourism and the eminent human-wildlife conflict associated to such abundance. Maun is the district head quarters and it is the getaway to the Okavango delta and is termed the tourism town.

Ngamiland as it is popularly known, is heavily endowed with natural resources and provides high value tourism experience. The area also houses the Okavango delta, the only inland delta and the third biggest Ramsar site. The Okavango delta in particular, Moremi Game Reserve and associated wilderness areas, are pristine destinations for tourists and prime wildlife habitats. The areas are of economic importance as tourism has been identified as an engine of potential economic growth and a means to diversify the economy away from diamonds and beef.

In an attempt to increase policing, conservation and sustainable use of the wildlife, natural resources and the environment in Ngamiland, the government of Botswana adopted the Community Based Natural Resources Management (CBNRM) initiative that devolves and gives exclusive rights to communities in particular adjacent to protected areas and in the Okavango delta. The programme has benefited and used governance structures that has emanated from CBNRM as the said communities tend to appreciate and value natural resources and the environment in general as they get direct benefits through employment and money or associated proceeds that accumulate from such use (both consumptive and non-consumptive tourism).

Despite the heavy resource endowment, North West district or Ngamiland has high poverty rates compared with the rest of the country. This has been attributed to the fact that a good number of the people do not do both arable and pastoral farming which they can easily subsist on due to limitations of proximity to protected areas. Such is made worst by the presence of the buffalo fences or disease control fences that are meant to separate wild animals in particular buffaloes and cattle making certain areas livestock free zones. Moreover, the livestock depredations and the ravaging of arable fields by herbivores and elephants makes situation complicated and complex. In addition, the literacy rates in these zones are low probably due to alienation from the rest of the country by the protected areas and the poor road and communication network.

2.3.2 Chobe region

The area is well endowed with natural resources and houses Chobe National Park, Chobe River with associated hot springs and forest reserves. In addition, the Sedudu Island, a biological hotspot during the dry season is found in this area. Its proximity to Victoria Falls and being a place where 4 countries meet (Botswana, Namibia, Zambia and Zimbabwe) makes it one of the famous tourist destinations in Botswana. Due to the proximity of Chobe National Park to the villages in Chobe Enclave, issues of human-wildlife conflict is rife.

2.3.3 North East and Central region

The area is the most degraded in the country because of the high population concentration with the settlements forming a linear pattern along the communication network belt along the railway line, road network and telecommunication system. The Eastern part of the country is fertile and forms the largest area for both arable and pastoral agriculture leading to the degradation of the rangelands and fields are often left fallow.

Rangelands in eastern Botswana are mostly used for settlements, livestock and arable agriculture. Land degradation occurs around settlements and boreholes where animal density is highest. This leads to loss of biodiversity and productive land with potential for livestock and other livelihood opportunities declining due to bush encroachment. In Botswana in the eastern part (comprising central and north east), biodiversity and rangelands play a major role in the livelihoods of the rural population. The rural poor depend on natural resources and gather veld products for food, constructing materials and traditional medicines. In essence, apart from providing ecosystem goods and services, the rangelands and natural resources are the very sources for sustenance and survival of the community because most live off the land. Therefore, Biodiversity and rangelands are threatened by a variety of natural and human induced activities such as climate change, population pressure, bush fires and land tenure.

The North eastern and central part of the country is heavily degraded because it is highly populated with the settlements. Due to the poverty environment interface, the communities look to the environment for goods and services to sustain and improve their livelihoods. As a result, it is imperative that land reclamation initiatives be designed to provide opportunities for sustainable livelihoods through expansion of employment opportunities and income generation, diversification of the rural economy, by maintaining and improving rural capital.

2.3.4 Western region: Ghanzi, Kgalagadi and Southern

The Western region forms a gradual shift towards the desert and as such has minimal resources. However, it is an important beef area and it equally easily suffers from land degradation due to its semi-arid nature. Due to its importance in livestock production, the issues of livestock-predator conflicts are common. The area is also popular for its San art and craft as the communities are well known for their perfect skills in craft production. This has been used a means in the area to diversify rural livelihoods and enhance benefits through the development, product expansion, marketing of crafts and sustainable natural resource management.

2.4 The OP5 global project objectives and the SGP niche for grant-making in relation to the national priorities

During OP 5, the programme will link and pivot its priorities to the national ones and use it as the basis and foundation for identifying its niche in particular the National Development Plan 10, various legislation, policies and planning frameworks, National Vision 2016 and Millennium Development Goals. The move will ensure that the initiatives and interventions supported are sustainable and complement government efforts in the sustainable use and management of the environment. The linkage is ideal as it will provide an opportunity for technical support and co-financing from the government. Through such the programme activities will facilitate and enhance the attainment of the set national priorities.

Table 2. Consistency with national priorities

OP5 project objectives	National priorities	SGP niche
<u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions	Long-term conservation and management of Botswana's biological diversity and genetic resources (Botswana Fourth National Report to the Convention of Biological Diversity, 2009; Botswana Biodiversity Strategy and Action Plan, 2007; Community Based Natural Resources Management Policy, 2007)	Conservation of endangered species, eco-tourism, protection of heritage and cultural sites
<u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions	Efficient and sustainable utilization of all components of biodiversity in Botswana through appropriate land and resource use practices and management (Botswana Fourth National Report to the Convention of Biological Diversity, 2009; Botswana Biodiversity Strategy and Action Plan, 2007; Community Based Natural Resources Management Policy, 2007)	Development of products from veld resources, apiculture, fisheries, protection of genetic diversity, use of CBNRM programme
<u>SGP OP5 Immediate Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level	Promotion of alternative energy sources in particular solar and biomass technology as accessible and clean energy source (Botswana Environmental and Climate Change Analysis, 2008; Botswana Initial Communication to the United Nations Framework Convention on Climate Change, 2001; Climate Change Mitigation in Southern Africa - Botswana Country Study, 1999)	Establishment of solar home systems, solar lantern, flood lights and geysers for households, promotion of energy efficient and saving stoves and bulbs for households
<u>SGP OP5 Immediate Objective 4:</u> Promote and support energy	Pro-active promote non-motorised transport and cycling as non-	Promotion of non-motorized transport

efficient, low carbon transport at the community level	polluting and healthy form of transport (Draft National Integrated Transport Policy, 2011)	including cycling
<u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry	Enhancing carbon sinks through prudent land use and management of forest resources (Botswana National Action Programme to Combat Desertification, 2006; Botswana National Report on the Implementation of the United Nations Convention to Combat Desertification, 2004; Climate Change Mitigation in Southern Africa - Botswana Country Study, 1999)	Promotion of community level reforestation and/afforestation through establishment of community tree nurseries
<u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities	Facilitation of establishment of alternative livelihoods packages projects (Botswana National Action Programme to Combat Desertification, 2006; Botswana National Report on the Implementation of the United Nations Convention to Combat Desertification, 2004; Climate Change Mitigation in Southern Africa - Botswana Country Study, 1999)	Promotion of value addition initiatives and agricultural resources for land reclamation and enhancing livelihoods
<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)	Control and prevent land degradation through promotion of appropriate cultivation practices, efficient management of livestock production and use of alternative energy sources; rehabilitation of degraded land and empower communities to manage natural resources in a sustainable manner (Community Based Natural Resources Management Policy, 2007; Botswana National Action Programme to Combat Desertification, 2006; Botswana National Report on the Implementation of the United Nations Convention to Combat Desertification, 2004)	Facilitate rehabilitation and restoration of degraded ecosystems and habitats, maintaining and generating sustainable flows of agro-ecosystem services to sustain livelihoods of local communities, promotion of the CBNRM drive
<u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives	Fully play a role in international agreements on water use and management to provide a buffer against droughts and shortages (Botswana's National Water Conservation Policy, 2004; Water Conservation Strategy Framework, 1999; National Policy on Natural Resources Conservation and Development, 1990)	Promotion of initiatives addressing land-based pollution prevention and reduction, facilitation of sustainable fisheries management, enhancement of water based tourism and creation of alternative livelihood options
<u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of	Promotion of environmentally sound management of POPs	Promote the use of environmental friendly

POPs and chemicals of global concern at community level	specifically PCB containing equipment and wastes (Botswana National Implementation Plan for the Stockholm Convention on Persistent Organic Pollutants, 2008)	pesticides and integrated pest management, waste management and prevention of open waste burning and E-waste management
<u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends	Coordination of environmental and CBNRM initiatives through the Department of Environmental Affairs and the CBNRM Coordinator, Ministry of Environment Wildlife and Tourism (Community Based Natural Resources Management Policy, 2007; National Policy on Natural Resources Conservation and Development, 1990; National Capacity Self Assessment, 2007)	Development of capacity of CSOs and documentation of lessons learnt and best practices, active participation of NSC members in GEF focal area activities at the national level
<u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender	Developing and rolling out of alternative packages for poverty eradication (Botswana Poverty Pitso - On the Need to Eradicate Poverty and the Roadmap, 2010; Community Based Natural Resources Management Policy, 2007; Botswana National Action Programme to Combat Desertification, 2006)	Promotion of conservation initiatives that bridge the poverty environment and livelihoods drive while facilitating women participation

3. Capacity development, poverty reduction and gender results for SGP

3.01 Capacity development

The civil society movement (NGOs/CBOs) in Botswana is at its early development stages and is still identifying a niche for itself in the environment and development sectors. The environment sector of civil society organizations is a new experience for Botswana while the bulk of the CBOs mushroomed and largely established because of the existing CBNRM programme which makes most organizations to have inclinations towards wildlife resources management. The civil society organizations face challenges of limited managerial, technical and financial capacities. Due to dependence on financial resources from donor and development partners for their operational and development funds, CSOs have problems related to sustainability of their programmes. However, most of the CBOs operating in the wildlife based ventures have adequate financial resources but will still have capacity problems because of the voluntary nature of the entities managing the organizations.

In recognition of the capacity challenges faced by CSOs, in OP 5 capacity building has been incorporated as a cross-cutting objective and financial resources of up to 10% of the country grant allocation with a possibility of up to 15% based on prior Central Project Management Team (CPMT) approval will be provided for during the grant making. Through the capacity development window, the programme will help build the capacity of the civil society to engage and respond to key environmental challenges. Moreover, it will continue to nurture and build networks among SGP grantees and other stakeholders

for sharing of experiences while strengthening community-based monitoring and evaluation as a necessary element for success.

GEF/SGP will support capacity development activities and contribute to enhancement of capacities of stakeholders to engage through the consultative processes. It will also organize and promote consultative processes in the meetings of the National Steering Committees (NSC) of SGP. Similarly, it will lead and participate at local level consultations, dialogues and workshops. In addition, it will participate at the GEF constituency-level workshops and promote the participation of communities at international conferences, forums and Conference of Parties (COPs).

3.02 Poverty reduction

The Botswana Millennium Development Goals Status Report of 2010 indicate that in Botswana, 23% of the people live below the poverty datum line and poverty is more pronounced in rural areas with women mostly affected. According to BIDPA, it has been observed that about 70% of rural household derive their livelihoods from agriculture and productivity is on the decline due to rainfall variability, recurring drought, low soil fertility and predominantly a high risk and low input.

Lessons learnt through the programme over the years is that rural communities depend on natural resources for sustaining and improvement of livelihoods. All the focal areas provide an opportunity for diversifying livelihoods with potential for business venture leading to sustainable production systems. The focal areas are a platform for conservation and demonstrate an integrated approach to environmental management that bridge the poverty divides and utility of environmental resources. In OP 5, SGP will contribute to mainstreaming environmental issues by informing government on the achievements and capacities of local communities to implement and contribute to regional and national policy. In addition, the National Steering Committee will play an important role in integrating global environmental priorities and poverty reduction strategies into national plans, programs and policies. Through such initiatives, the programme will be strategically positioned to complement government efforts in the implementation of the poverty eradication programme and drive.

3.03 Gender results

According to the Botswana Millennium Development Goals Status Report of 2010, it has been observed that Botswana has one of the highest ratios of female-headed households worldwide with more than 46% comprise this cadre. As Botswana is a society with a patriarchal inclination, access to productive resources favor male headed households than female headed ones. The socialization process, inheritance and the legacy of historical practices reflect the current gender-based inequalities in asset ownership. Meanwhile, in Botswana, poverty is more pronounced in rural areas with female headed households being most vulnerable. Therefore, women are poorer than men, with 33.1% of female-headed households living below the poverty line compared to 27.1% of male-headed households. The poverty trends, the literacy rates, unemployment and resource base at household level make women more vulnerable and dependent on natural and agricultural resources for sustaining their livelihoods.

In pursuing involvement of women in sustainable use of natural resources, the programme will partner with Women's Affairs Department (WAD) as the government arm given such a mandate. Over the years, WAD has been hosting an annual Women's Exposition to showcase work done by women, network and provide a platform for marketing their products. Most of the work and products exhibited by women are produced from natural resources, showing the extent to which women depend on the environment for their supplies, goods and services. The products include amongst other things *morula* oil and sweets, herbal teas, baskets, dried fruits, pottery, preserved food and vegetables. Women groups that have been financially supported by the programme have always excelled in such exposition and such will be encouraged as a way of connecting women to possible clients and service providers.

The knowledge fair to be hosted will be used to provide a platform for women groups to showcase their products and market them. In addition, the Local Enterprise Authority will be brought on board to help women with entrepreneurial, business and management skills to ensure that the initiatives and products developed are ready for the market hence lead to sustainability. Moreover, collaboration with the National Food Technology Centre will be initiated to assist women working and producing food related products. Through such women will be able to deal with issues of quality and appropriate packaging of their produce.

3.1 Preparation, review and implementation of projects for development of capacity of civil society organizations, improving livelihoods and local benefits

The programme will use the established networks, fora and the available environmental avenues including the call for proposals to raise awareness on the availability and eligibility for grant resources. Upon receipt of the proposals, the programme will pre-screen and appraise for conformity and adherence to eligibility criteria. As per the SGP Operating Guidelines, the proposals will be packaged for the NSC for final review and assessment and approval. Upon approval, the Memorandum of Agreement (MOA) will be signed to provide a legal basis for the relationship between GEF/SGP and the grantees. During project implementation, the MOA, the activities and the implementation timelines will be the basis for monitoring and evaluation of the envisaged deliverables. Periodic field missions will be used to link the proposed activities and actual outcomes on the ground, establish an interface with grantees and provide technical backstopping. Through the monitoring and evaluation programme that includes grantees, the programme will be able to produce the desired results in building capacity, improving livelihoods and the much desired local results.

Capacity developed in CSOs will be retained through mentoring, coaching and hand holding of grantees by the programme and the pool of expertise availed by the National Steering Committee members. The programme efforts will be complemented through the use of government extension agents and the various stakeholders involved in community based initiatives in the field of natural resources and livelihoods.

4. OP5 country outcomes, indicators and activities

Table 3 Results Framework

Outcomes	Indicators	Means of verification	Activities
SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions			
Improved community level actions and practices, and reduce negative impacts on biodiversity resources in and around protected areas, and indigenous and community conservation areas	Number and hectares of indigenous and community conserved areas Number of community members with improved livelihoods related to benefits from protected areas	GEF/SGP database, project reports and monitoring visits Case studies	2
Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas	Number and hectares of indigenous and community conserved areas and protected areas influenced	SGP grantee data from innovative monitoring approaches	1
Increased recognition and integration of indigenous and community conservation area systems	Number and hectares of significant ecosystems with maintained or improved conservation status		1
Increased understanding and awareness at the community-level of the importance and value of biodiversity	Total value of biodiversity products/ecosystem services produced		1
SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, and sectors through community initiatives and actions			
Improved community-level sustainable use of biodiversity in production landscapes through community-based initiatives, including recognised environmental standards that incorporate biodiversity considerations	Hectares of production landscapes/seascapes applying sustainable use practices	GEF/SGP database, project reports and monitoring visits Case studies	1
Increased understanding and awareness of sustainable use of biodiversity	Number of significant species with maintained or improved conservation status		
	Number and hectares of significant ecosystems with maintained or improved conservation status		
SGP OP5 Immediate Objective 3: Promote the demonstration , development and transfer of low carbon technologies at the community level			
Innovative low-GHG technologies deployed and successfully demonstrated at the community level	Tonnes of CO2 avoided by implementing low carbon technologies	GEF/SGP database, project reports and monitoring visits	4

GHG emissions avoided	Number of community members demonstrating or deploying low-GHG technologies	Case studies	4
SGP OP5 Immediate Objective 4: Promote and support energy efficient, low carbon transport at the community level			
Low-GHG transport options demonstrated at the community level	Total value of energy, technology and transport services provided	GEF/SGP database, project reports and monitoring visits	1
Increased investment in community-level energy efficient, low-GHG transport systems			1
SGP OP5 Immediate Objective 5: Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry			
Sustainable land use, land use change, forestry management and climate proofing practices adopted at the community level for forest and non-forest land-use types	Hectares of land under improved land use and climate proofing practices	GEF/SGP database, project reports and monitoring visits	2
Restoration and enhancement of carbon stocks in forests and non-forests lands, including peat land	Hectares of forests and non-forest lands with restoration and enhancement initiated; Tonnes of CO2 avoided through improved land use and climate proofing practices	Case studies	2
SGP OP5 Immediate Objective 6: Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
Improved community-level actions and practices, and reduced negative impacts on agro-, and forest systems and ecosystem services demonstrated to sustain ecosystem functionally	Hectares of land applying sustainable forest, agricultural and water management practices	GEF/SGP database, project reports and monitoring visits	4
Community-based models of sustainable forestry management developed, and tested, linked to carbon sequestration for possible up scaling and replication where appropriate, to reduce GHG emissions from deforestation and forest degradation and enhance carbon sinks from land use, land use change and forestry activities	Hectares of degraded land restored and rehabilitated	Case studies	3
SGP OP5 Immediate Objective 7: Reduce pressures at community level from competing land uses (in the wider landscapes)			
Improved community-level actions and practices, and reduced negative impacts in land use frontiers of agro-ecosystems and forest ecosystems (rural/urban, agriculture/forest)	Number of communities demonstrating sustainable land and forest management practices	GEF/SGP database, project reports and monitoring visits	5
SGP OP5 Immediate Objective 8: Support trans-boundary water body management with community-based initiatives			

Effective and climate resilient community-based actions and practices supporting implementation of SAP regional priority actions demonstrated	Hectares of river/lake basins applying sustainable management practices and contributing to implementation of SAPs	GEF/SGP database, project reports and monitoring visits	2
Synergistic partnerships developed between SGP stakeholders and trans-boundary water management institutions and structures supporting implementation of SAP regional priority actions	Hectares of marine/coastal areas or fishing grounds managed sustainably; Tonnes of land-based pollution avoided		2
SGP OP5 Immediate Objective 9: Promote and support phase out of POPs and chemicals of global concern at community level			
Improved community-level initiatives and actions to prevent, reduce and phase out POPs, harmful chemicals and other pollutants, manage contaminated sites in an environmentally sound manner, and mitigate environmental contamination	Tonnes of solid waste prevented from burning by alternative disposal; Kilograms of obsolete pesticides disposed of appropriately; Kilograms of harmful chemicals avoided from utilization or release	GEF/SGP database, project reports and monitoring visits	3
SGP OP5 Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends			
Active participation of NSCs in GEF focal areas at the national level	Number of SGP representatives participating in national GEF coordination	GEF/SGP database, project reports and monitoring visits Case studies	6
Improved information flows to/from CBOs and CSOs in SGP countries regarding good practices and lessons learned and application of such practices	Quantity and quality of SGP knowledge base and use of knowledge base		2
Increased public awareness and education at the community-level regarding global environmental issues	Quantity and quality of contributions to knowledge fairs, conferences, publications and research		2
Capacity of CBOs and CSOs strengthened to support implementation of global conventions	Number of consultative mechanisms established for Rio convention frameworks		2
Increased application of community-based environmental monitoring	Number of community-based environmental monitoring systems demonstrated		6

Evaluation of SGP projects and programs against expected results strengthened, including increased capacity of CBOs and CSOs to apply relevant evaluation methodologies	Quantity and quality of evaluation documentation of expected project results and unexpected effects; Number of CBOs and CSOs demonstrating understanding of the role of evaluation through application of relevant evaluation methodologies		3
<u>Cross-Cutting Results: Poverty reduction, livelihoods and gender</u>			
Improvement of livelihoods through increasing local benefits generated from environmental resources and mainstream gender considerations in community-based environmental initiatives	Number of participating community members (gender disaggregated); Increase in purchasing power by reduced spending, increased income, and/or other means, Number of women-led projects directly supported; Number of NGOs/CBOs formed or registered; Number of vulnerable groups directly supported; Number of quality standards/labels achieved or innovative financial mechanisms put in place	GEF/SGP database, project reports, monitoring visits and case studies	20

5. Monitoring & Evaluation Plan

5.1 Monitoring & Evaluation plan for the portfolio of individual SGP projects

The essence of the programme is to build national and local capacity to monitor and evaluate projects in collaboration with grantees for greater impact and delivery of both projects and programme outcomes. In order to ensure effective and efficient monitoring of projects, the programme will come up with a plan through the process of conceptualize, plan, monitor, analyze, use and adapt results, capture and share lessons. The intention will be to ensure that portfolio lessons, experiences, challenges and emerging opportunities are documented as part of best practices for the growth of the programme and constituents.

The outcomes and/or results will be documented through photography, video, case studies, reports and newspaper articles in collaboration with grantees as a way of instilling a sense of ownership and impart skills. The results of the monitoring and evaluation initiatives will form the basis for bargaining, leveraging additional funding by grantees and a platform for collaboration, synergy and networking for the programme for greater benefits to the programme, environment and the communities. In addition, such will raise awareness on SGP's comparative advantages and the impact of its work. Moreover, the monitoring and evaluation drive will feed into the reporting requirements of the conventions at the country and global level and provide examples of best practices at the local level. Annual reports will be produced as a form of feedback to the Central

Programme Management Team. Stakeholder workshops in the form of capacity development and knowledge fairs will be held as a platform for reviews and feedback on the programme.

The monitoring and evaluation arrangements include review of project implementation plans, production of progress reports, field monitoring missions, updating of the database; and constant review of the disbursement table to ensure timely availability of financial resources to grantees. Results oriented or based indicators identified by grantees, the programme project document and the country programme strategy will be used as a yardstick for monitoring and evaluating the individual portfolios.

The field monitoring missions will be done once a year to ensure continuum in coaching and mentoring for grantees. The capacity development initiative and the knowledge fair will be held once during the entire OP 5 at different times. The capacity development initiative will be used to impart participatory community based monitoring and evaluation skills to grantees while the knowledge management fairs will be for sharing lessons, best practices and information with grantees and stakeholders.

5.2 Participation of local stakeholders in setting project objectives and outputs including monitoring

The programme has established synergy and working relationships with departments in the Ministry of Environment Wildlife and Tourism and other government extension agents through the District Technical Advisory Committees as partners at grass root level. Since the initiatives and projects eligible for financial support by the programme hinge on the mandate of various government departments, such have been in the forefront facilitating the process of developing proposals for funding. Therefore, stakeholders are able to assist, facilitate and participate in the setting of project objectives, outputs, budgets and timelines. The various stakeholders will participate in monitoring of the projects in collaboration with communities using participatory methodology. *Kgotla* or community meetings and group discussions will be used for documenting the processes, project achievements, challenges and emerging opportunities as part of meeting the reporting requirements. Since government extension visit communities periodically, the programme will take advantage of the set district timelines and use such for project monitoring. Stakeholders will be expected to interface with the project at least every six months.

Table 4. Monitoring and Evaluation Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection ²	Grantees, National Coordinator & Programme Assistant	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports in accordance with the disbursement schedule	Grantees, NC, PA	At each disbursement request
Project Workplans	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit	NC, PA	Before project approval, as appropriate
NC Project Monitoring Site Visit	NC, PA, NSC	On average once per year, as appropriate
NC Project Evaluation Site Visit	NC, PA, NSC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

5.3 The strategy for aggregation of the results of the country programme portfolio

The results from the individual projects will be collated, analyzed, synthesized and packaged into an information booklet showcasing the initiatives, lessons learnt, experiences and best practices. The documentation will be available for distribution to stakeholders and grantees as part of a knowledge management product for use in advocating for community based initiatives that contribute to environmental protection and improvement of livelihoods.

² Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

Table 5. Monitoring and Evaluation Plan at the Programme Level

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5
Strategic Country Portfolio Review	NSC, NC, PA	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Every quarter of the year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Programme Review resulting in Annual Country Report ³	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC/PA, UNOPS	Quarterly

6 Knowledge Management Plan

SGP recognizes the importance of demonstrating and sharing best practices developed through the country portfolio with other communities and key stakeholders as part of constituency building and increasing visibility. The programme has introduced the knowledge management window of up to USD 50,000.00 in OP 5. The knowledge fairs will provide training to possible grantees and the SGP networks country programmes. However, the knowledge fairs to be designed will require CPMT approval with consideration of the country grant allocation amount. The grant allocation for the Botswana programme will be done through a specific call for proposals and criteria for the selection process to ensure transparency in line with established SGP standards and procedures.

6.1. Capturing, sharing, and disseminating the lessons learned and good practices identified through the country portfolio

GEF/SGP recognizes the importance and need to use the media to share and get the information on the programme across to their audiences using their channels. Therefore, GEF/SGP in collaboration with grantees and other stakeholders will package information on the projects for publication. Relations will be established with key communication focal points and media outlets to generate interest on the programme and environmental issues. In particular, a network of media personnel with interest in community and environmental issues will be used to disseminate and raise awareness on best practices. Moreover, efforts will be made to link with NGOs and government departments that are already publishing environmental newsletters and have a wide readership to incorporate SGP project stories hence reach out to a wider audience in various parts of the country.

The programme will increase guidance and enforcement on SGP branding in all knowledge management and communication materials generated by grantees. To ensure

³ The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

that the lessons learnt are shared widely, the programme will use commemorative days to display knowledge products on the project for appreciation by the public. In addition, grantees will be encouraged to participate in such events including both national and global competitions. Subsequently, the information and news on SGP award winning projects will be shared with relevant partners. In addition, projects will be updated in the SGP database on a regular basis as a way to share lessons on the initiatives worldwide.

Use of

6.2 Use of knowledge generated by SGP to inform and influence policy

In OP 5, SGP will generate, use and share information and knowledge generated through its portfolio by identifying best practices and lessons learned from SGP's portfolio and sharing with policymakers and key stakeholders as a basis for decision-making on policies and strategies. Presentations on the programme and best practices will be made to *Ntlo Ya Dikgosi* (the House of Chiefs), the Parliamentary Committees on Climate Change, Agriculture and Environment as a way of providing a basis for them to lobby and support environmental legislation and policies. Knowledge generated by SGP will be used catalytically to inform policy; replication and up-scaling of best practices among communities and advocacy for community level work and implementation. The information on best practices will also be shared with the environment sector of BOCONGO as possible change agent and great advocates for the environmental policies, strategies and legislation as it is enshrined in their mandates. Moreover, the programme will take advantage of the existence of District CBNRM Fora and the National CBNRM Forum to share the information with like minded audiences.

6.3 Use of knowledge from SGP projects to replicate and up-scale good practices and lessons learned

Knowledge and learning is fundamental to build the capacity of the communities on the ground and the learning-by-doing approach of SGP is instrumental in generating successful projects that provide good models for other community-based projects. Therefore, SGP provide a platform for piloting and innovating solutions to environmental challenges using community based approaches. Through such best practices it will become easy to up-scale the initiatives to full sized GEF projects. Typical examples are the human wildlife conflict project implemented by CARACAL up-scaled through the World Bank while the BirdLife one on "towards a red data book" was up-scaled to medium size GEF project by United Nations Development Programme. The documentation of lessons learnt and best practices will give testimony to community involvement and experience accumulated therein with possibility of providing a platform for possible success in implementation of projects of bigger magnitude.

7 Resource Mobilization Plan

7.1 Resource mobilization plan to enhance the sustainability of the SGP country programme

The Botswana programme will thrive to mobilize resources as a way of meeting the 1:1 ratio required at global level. The programme has realized that it is possible to work with

grantees to meet the requirements as project is possible while it is difficult to get programme co-financing.

The GEF/SGP will continue to rely on global GEF funds for projects that can provide global environmental benefits and that fit into the GEF focal areas and their respective Operational Programmes. However, the secretariat will seek to liaise with other funding sources in-country to address shortfall of resources in the focal areas of GEF. Experience on the ground has also shown that apart from the global environmental problems, communities also have other felt developmental needs that have to be addressed. In general, it is when these other needs or non-GEF problems are sufficiently addressed that the communities show more commitment to the GEF GEBS. In the situation where the SGP funds are limited and must be used solely to reduce threats to the global environment benefits, SGP needs to identify co-funding sources to assist with the non-GEF or "baseline" components of the project. In addition to seeking co-funding for non-GEF activities, SGP must use its funds to leverage new and additional funds so as to make the programme bigger and more effective. Table 6 below shows past and possible future co-financing from various development partners.

Table 6. Current and Forecasting of Future Co-financing Opportunities

Donors	Current co-financing	Total cash co-financing amount (\$US)
Government of Botswana (National Environment Fund)	496906	2000000
Forest Conservation Botswana	215931	600000
Non-State Actors Capacity Building Programme	376000	500000
Embassy of Japan	0	460000
United State of America Embassy	18384	300000
Government of Botswana Alcohol Levy	350000	1500000
Motor Vehicle Accident Fund	34000	100000
Australian AID	0	90000
Barclays Bank of Botswana	167000	200000
First National Bank of Botswana	59000	200000
Disney Wildlife Fund	5000	10000
Wilderness Safaris	10000	15000
Botswana College of Agriculture	16000	50000
University of Botswana	74007	100000
Open Society Initiative for Southern Africa	52800	150000
Rhodes University	101352	150000
Total	1976380	6425000

(i) Diversification of funding sources to achieve greater impact

Matching of funds with other development partners will be explored as a possible avenue to leverage extra funds for the grantees. The government extension agents have the required expertise and knowledge on government policies and legislation that make it

possible to tap on available government resources to sustain the projects and also monitor progress. It is envisaged that the government through the establishment of the National Environmental Fund, the Alcohol Levy, the poverty eradication initiative and the funds for community based initiatives in the various ministries and departments will continue to provide reliable co-financing through its innovative funding mechanisms. The availability of CBO/NGO structures to facilitate project implementation that were established through CBNRM has proved valuable for co-financing as CBO generate income that can be ploughed back into the community.

The availability of funding windows in the private sector through the corporate social responsibility opportunities will be used by grantees as a source of additional funding. Forest Conservation Botswana, the European Development Fund 10 and the embassies will provide both bilateral and multi-lateral funding window and present an opportunity for collaborative and complementary financing.

(ii) The cost recovery policy to co-finance a share of the SGP country programme management costs

GEF/SGP is in the process of negotiating with the Office of the President to act as a delivery mechanism for part of the livelihoods packages geared towards the poverty eradication. Through the road map to poverty eradication, GEF/SGP realized that the proposed livelihoods packages are similar to initiatives already supported and implemented by grantees. Therefore, since the programme operates at community level, have constituents that are eligible for packages, recognizes community structures and dynamics, has a grant approval structure in place, it is strategically positioned to partner with the government in the initiative. The roadmap identified by the Poverty Eradication Unit in the Ministry of Presidential Affairs beekeeping, cottage industries/handicrafts, backyard nurseries, handymen/women (technical and agronomy), fisheries, eco-tourism and processing of veld products; are initiatives similar and complimentary to the ones supported under the various focal areas.

7.2. Possibilities for development of strategic partnerships

(i) National government agencies

The government of Botswana will continue to be a major strategic partner through the various funding windows across sectors and target groups. The establishment of the National Environmental Fund will avail a conglomeration of financial resources to support environmental initiatives. The poverty eradication programme through the Ministry of Presidential Affairs will address issues hinging on livelihoods and poverty hence availing an opportunity for poverty environment interface. The financial resources from the Alcohol Levy Fund at the Ministry of Health will provide a wide array of funding opportunities including those related to the use of environmental services that engage young people to curb the involvement in drug, alcohol and substance abuse. The Ministry of Agriculture, Women's Affairs Department, Department of Youth and the Department of Arts and Culture have financial resources that grantees can tap on for agricultural, women, youth, arts and culture related initiatives that have a bearing on the environment.

(ii) Multilateral agencies

The coming of the European Development Fund 10 in 2012, financed by the European Union (EU) in the framework of the EU-Botswana cooperation will avail financial resources that will support CSOs that seek to undertake relevant development interventions in their areas of operation through advocacy, representation, promotion of rights and good governance, promotion of innovative measures to enhance economic diversification and sustainable livelihoods for rural and marginalised sections of the population.

(iii) Bilateral agencies

Forest Conservation Botswana will continue to promote activities designed to conserve, maintain and restore the forests of Botswana by providing complementary financial resources for environmental conservation. The Grant Assistance for Grass-roots Human Security Projects delivered through the Japan Official Development Assistance continues to avail financial resources to assist Non-Profit Organizations by supporting people centered small development projects which have a direct and immediate impact on the well-being of disadvantaged communities at a grass-roots level.

(iv) Private sector

Through the corporate social responsibility drive, the private sector will continue to support community based initiatives, according grantees a chance to tap on the financial resources. In particular, the Barclays Community Partnerships Programme Funding Innovative Solutions in our Community, First National Bank Foundation: aiding educational, arts and culture, sport and recreation, social welfare development and Debswana Corporate Social Investment Fund: aimed at creating a legacy of prosperity and sustainability with the communities in Botswana will be pursued to avail opportunities and resources to communities.

8 Project level Indicators

SGP OP5 results indicators	
Biodiversity (BD)	
BD1	<ul style="list-style-type: none"> ○ Hectares of indigenous and community conserved areas (ICCAs) influenced ○ Hectares of protected areas influenced ○ Hectares of significant ecosystems with improved conservation status
BD2	<ul style="list-style-type: none"> ○ Hectares of production landscapes / seascapes applying sustainable use practices ○ Number of significant species with maintained or improved conservation status ○ Total value of biodiversity products/ecosystem services produced (US dollar equivalent)
Climate Change (CC)	
CCM1	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Renewable energy measures (please specify) ▪ Energy efficiency measures (please specify) ▪ Other (please specify) ○ Number of community members demonstrating or deploying low-GHG technologies ○ Total value of energy or technology services provided (US dollar equivalent)
CCM4	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Low carbon transport practices (please specify) ○ Total value of transport services provided (US dollar equivalent)
CCM5	<ul style="list-style-type: none"> ○ Hectares of land under improved land use and climate proofing practices ○ Tonnes of CO2 avoided through improved land use and climate proofing practices
Land degradation (LD) & Sustainable Forest Management (SFM)	
LD1	<ul style="list-style-type: none"> ○ Hectares of land applying sustainable forest, agricultural and water management practices ○ Hectares of degraded land restored and rehabilitated
LD3	<ul style="list-style-type: none"> ○ Number of communities demonstrating sustainable land and forest management practices
International Waters (IW)	
IW	<ul style="list-style-type: none"> ○ Hectares of river/lake basins applying sustainable management practices and contributing to implementation of SAPs ○ Hectares of marine/coastal areas or fishing grounds managed sustainably ○ Tonnes of land-based pollution avoided
Persistent Organic Pollutants (POPs)	
POPS	<ul style="list-style-type: none"> ○ Tons of solid waste prevented from burning by alternative disposal ○ Kilograms of obsolete pesticides disposed of appropriately ○ Kilograms of harmful chemicals avoided from utilization or release
Capacity Development, Policy and Innovation (all focal areas)	
CD	<ul style="list-style-type: none"> ○ Number of consultative mechanisms established for Rio convention frameworks (please specify) ○ Number of community-based monitoring systems demonstrated (please specify) ○ Number of new technologies developed /applied (please specify) ○ Number of local or regional policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of national policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of people trained on: project development, monitoring, evaluation etc. (to be specified according to type of training)

SGP OP5 results indicators

Livelihoods, Sustainable Development, and Empowerment

Cross-cutting	<p>Livelihoods & Sustainable Development:</p> <ul style="list-style-type: none"> ○ Number of participating community members (gender disaggregated) (Note: mandatory for all projects) ○ Number of days of food shortage reduced ○ Number of increased student days participating in schools ○ Number of households who get access to clean drinking water ○ Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent) ○ Total value of investments (e.g. infrastructure, equipment, supplies) in US Dollars (Note: estimated economic impact of investments to be determined by multiplying infrastructure investments by 5, all others by 3). <p>Empowerment:</p> <ul style="list-style-type: none"> ○ Number of NGOs/CBOs formed or registered ○ Number of indigenous peoples directly supported ○ Number of women-led projects supported ○ Number of quality standards/labels achieved or innovative financial mechanisms put in place
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