



# DRAFT RE-SET REPORT

Consultancy to lead the development of a revised project results framework, and plan for accelerated delivery (incorporating technical, financial and institutional re-set) for UNDP-supported GEF-financed project in the Global Wildlife Programme:

*“Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands”*



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30 March 2022



**PROSPER**

NATURE-BASED SOLUTIONS FOR CLIMATE CHANGE & DEVELOPMENT CHALLENGES

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## 1. BACKGROUND TO PROJECT

This GEF-financed, UNDP-managed GEF-6 “child project” under the Global Wildlife Programme seeks to improve the management of the human-wildlife interface in the Kgalagadi and Ghanzi Drylands of Botswana, in order to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking. The full project Objective is “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”. 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 principal results expected from the project are: more effective anti-poaching activity including i) a revised National Strategy on Anti-poaching, a coordinating mechanism and better resourced agencies leading to reduced illegal hunting and wildlife crime, ii) a number of livelihood value chains and community-based enterprises established and providing alternative livelihoods to hunting, iii) a comprehensive and unified ILMP and better capacitated land management agencies coordinating land use practices within the KGDE including increased areas of land under SLM and reduced land degradation, and, iv) greater equality of access to resources and services for women and disadvantaged groups.

According to the original project document, approved by the GEF in 2017, the project and the challenges to which it responds, can be summarized as follows: “Natural resources management in the Kalahari landscape is characterized 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 [subsequently lifted in 2019] 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 optimize 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 seeks to 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). Component 1 has national reach, with some sub-regional and district-focused activities. Components 2 and 3 operate in the expansive domain between the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve, including both Wildlife Management Areas and surrounding communal lands. Component 4 is cross-cutting. Between the four Components there are 10 original Outputs. The project theory of change is shown in Figure 1.

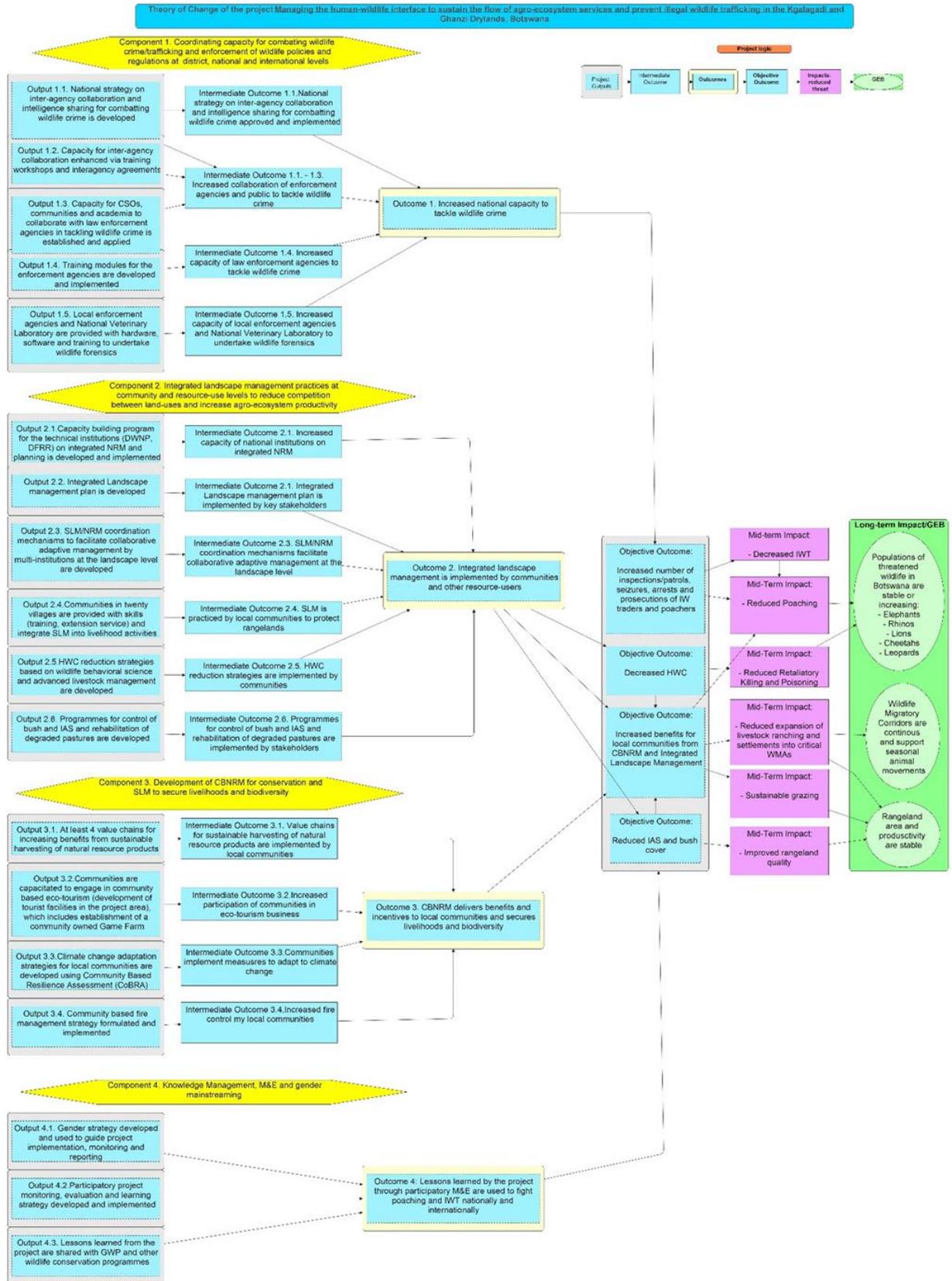


Figure 1: Project theory of change

## II. BACKGROUND TO RE-SET PROCESS

The independent Mid-Term review (MTR) of the project in June 2021 found that “All components are currently behind what was envisaged in the Project Document and what might be reasonably expected by the mid-term. Progress has been poor when measured against the MTR targets and the rated criteria, the implementation has been slow and at the mid-term the project faces significant challenges and without significant revisions, the project is unlikely to achieve its objective. Weaknesses in the project’s design – strategically as well as operational ambiguity – have contributed to this poor performance.” This is reflected in expenditure, which as of March 2022 is at 33% of the total project budget funds, with 63% of the time elapsed. This slow delivery was already reflected in the June 2021 Project Implementation Report (PIR) – see Figure 2.

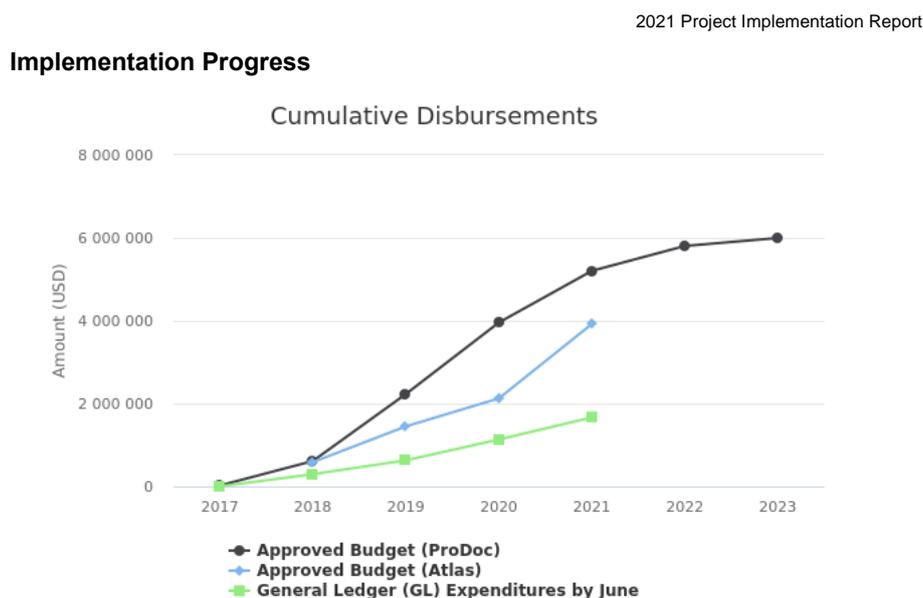


Figure 2: Expenditure by June 2021

As a result of concerns about how the project was being implemented (concerns later expressed in the PIR and MTR), the majority of project activities were paused in the second quarter of 2021. This meant that many of the activities planned and budgeted for in the 2021 Annual Work Plan (AWP) were not undertaken, and have now been carried through, adjusted by the re-set process, into a draft 2022 AWP. UNDP and Government of Botswana agreed to press the “pause” button for three reasons: firstly, there was concern that some of the value chain and ecotourism activities identified through the original value chains study had not been fully thought through in terms of their links to the project logic and/or business viability; secondly, the various components of work seemed to be focused on outputs rather than impacts and were missing a sense of coherence between them in achieving the project objective; and finally, it was realized that on-the-ground activities with communities could not proceed without the completion of the Environmental and Social Impact Assessment (ESIA), Environmental and Social Safeguards Management Plan (ESMP), and securing of Free Prior and Informed Consent (FPIC). At the same time, this resulted in somewhat of a “chicken and egg” situation, since the FPIC process could not be embarked upon without full clarity on the exact activities to be undertaken with communities. The re-set consultancy (see Annex 1) was designed to help unblock this situation and seek the GEF’s approval for any adjustments that might need to be made in the process, before proceeding with the FPIC and associated safeguards processes. This would then be followed by pressing “play” on the rollout of all activities, with as little delay as possible, given that as of 1<sup>st</sup> April 2022 the project has only 28 months (2 years & 4 months) until the Terminal Evaluation is scheduled to start (1<sup>st</sup> August 2024).

The MTR report highlighted that overall performance of the project was behind target for a number of reasons. One reason relates to the COVID-19 pandemic and the effect this had on delaying trainings, workshops and other events, which could not be held face-to-face in 2020 and 2021, as well as preventing the Chief Technical Advisor from visiting Botswana for some time. A number of additional reasons have been identified for the slow pace of delivery, however, including an operational model that relies on a small Project Management Unit (PMU) to support seven different government agencies to undertake a vast, varied and complex set of tasks over a large geographical area, which is simply not realistic. The MTR suggested that significant adaptive management would be required immediately to address operational and risk management issues, and to formulate longer-term, activity-specific and cross-Component adaptive management solutions to enable the project to cost-effectively deliver the anticipated results in the last 28 months of its remaining lifespan (until the Terminal Evaluation is conducted). The Management Response to the MTR identified that to achieve this, a whole-of-project technical, financial and institutional 're-set' is required and that this should take first priority as part of the broader Management Response to the MTR.

The process whereby government and civil society stakeholder inputs were generated for the re-set is summarized in the table on the next page. This process included meetings with Directors of the key government agencies, as well as informal meetings with three non-governmental organizations (NGOs) who have a strong presence on the ground in the six main project sites (GH10, GH11, KD1, KD2, KD15 and the Boravast Trust area), to supplement the review of their work and potential contribution to supporting project activities that was undertaken by the former Chief Technical Advisor. A separate process is planned for engaging the six community Trusts and 15 villages in the project landscapes, engaging them on and seeking their Free, Prior and Informed Consent (FPIC) for all project activities planned on the ground for 2022-2024, including livelihoods support, as soon as this list of activities is finalized and approved by the GEF. If such approval is obtained, the community consultation process can be carried out, hopefully in April and May 2022, and will be facilitated by the safeguards expert engaged by UNDP as part of its oversight function, who will visit each of the villages, building on extensive desktop research already conducted to conduct full community consultations. The DWNP, which has a mandate to support Community Based Natural Resource management (CBNRM) and livelihoods with the communities in the Wildlife Management Areas (WMAs), will be involved in setting up these engagements.

**Table 1: KGDEP Project Reset Process – February to March 2022**

Date	Event	Venue	Participants	Purpose and Scope
<b>Phase 1: Inception</b>				
Tuesday 22 <sup>nd</sup> February	Inception Meeting	Gaborone	DEA, UNDP and key government partners	Implementing Partner and key government agencies meet to take stock of progress and challenges, discuss objectives of the re-set process, key events, participants and timeline
Tuesday 22 <sup>nd</sup> and Wednesday 23 <sup>rd</sup> February	Meetings with Directors	Gaborone	MENT-DEA, DFRR, DWNP; MLMWSS-DTCP; BTO; LEA	Individual meetings with Directors to seek input on the re-set and to confirm technical focal person responsible for inputs to output clusters
	Meetings with CSOs	Gaborone	CCB, KRC, Tanate	Individual meetings with CSOs active in the project landscape
Thursday 24 <sup>th</sup> and Friday 25 <sup>th</sup> February	Technical Reference Group: Planning Workshop	Gaborone	DEA, UNDP and partners involved in implementing on the ground, including District Councils and Land Boards	Revisit project logic and theory of change Assess progress and challenges in achieving outcomes Revise PRF including indicators Streamline outputs and activities Discuss Responsible Parties to deliver activities Allocate remaining budget for activities Discuss risks and safeguards for activities
<b>Phase 2: Review</b>				
Tuesday 15 <sup>th</sup> and	Technical Reference Group:	Ghanzi	Technical Reference Group	In-depth presentation of revised ProDoc elements

Date	Event	Venue	Participants	Purpose and Scope
Wednesday 16 <sup>th</sup> March	Review Workshop			Discussion and agreement on changes Detailed work planning & budgeting for 2022
Phase 3: Validation				
Tuesday 29 <sup>th</sup> March	Technical Reference Group: Validation Workshop	Gaborone	Technical Reference Group	Technical officials meet to review and make final refinements to the Project Reset Report (Final Project Document elements plus Delivery Acceleration Plan)
Wednesday 30 <sup>th</sup> March	Project Steering Committee	Gaborone	Project Steering Committee	Project Steering Committee to receive presentation from TRG, and note contents of Project Reset Report (still to be discussed with UNDP HQ and GEF)

The deliverables of the re-set consultancy form the bulk of this report, and are as follows:

**Table 2: Reset consultancy deliverables**

<p><b>A. Inception Report:</b> Outlining the approach and methodology to be followed, stakeholder consultation plan, workflow and timelines, roles and responsibilities of all contributors to the re-set process.</p> <p><b>B. Draft set of revisions to the Project Document (including relevant annexes) and Budget, including:</b></p> <ul style="list-style-type: none"> <li>• Revised Project Management and Governance arrangements</li> <li>• Revised project results framework, description of outputs and activities, and activity-specific concept notes</li> <li>• Revised M&amp;E framework and its implementation action plan (incorporating an M&amp;E Dashboard)</li> <li>• Revised project multiyear budget and detailed, operational procurement plan;</li> <li>• Description of technical consultancies/support required to deliver the project results</li> <li>• Project delivery acceleration plan</li> </ul> <p><b>C. Final revised Project Document and Delivery Acceleration Plan</b> After incorporating comments from stakeholders deliver the final revised Project Document (with annexes), activity concept notes and delivery acceleration plan.</p>
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### III. REVISED TIMELINES

The dates which appear on the various documents are not aligned, as a result of errors and inconsistencies, as well as delays with the project start. The Mid Term Review stated that “The project started in November 2017 and is in its third year of implementation with a planned end date of the 31<sup>st</sup> December 2023”. This error may be a result of the printed version of the UNDP-GEF Project Document widely in circulation, which also has November 2023 as the end date, instead of the actual end date of November 2024. The final and accurate dates, as shown in UNDP’s online project data management system PIMS+, are as follows:

**Table 3: Timeline of remaining project activities**

Key event	Date
Project approved for implementation	19 June 2017
Project start date	1 November 2017
Mid-term review completed	2 August 2021
Terminal evaluation expected	1 August 2024
Operational closure expected	1 November 2024
Financial closure expected	1 May 2025

The project is being implemented over a 7-year or 84 month period. At the time of the project re-set, at the end of March 2022, the project implementation period has the following number of months still to run:

- a) **28 months (2 years & 4 months)** remaining until terminal evaluation starts
- b) 31 months (2 years & 7 months) remaining until operational closure
- c) 37 months (3 years & 1 month) remaining until financial closure

	Q1	Q2	Q3	Q4
2017				
2018				
2019				
2020				
2021				
2022				
2023				
2024				

	Past
	Remaining

Figure 3: Time past and time remaining for project implementation

This information is provided as background to consideration of proposals, as per the terms of reference for the re-set consultancy, for the revision of the project implementation, management and governance structures, the project results framework, outputs and activities, monitoring and evaluation framework, workplans and budgets, so that these can be designed to fit well into the time available.

## IV. REVISED PROJECT IMPLEMENTATION, MANAGEMENT AND GOVERNANCE STRUCTURES

At the time of writing, discussions were ongoing between the GEF Secretariat and the GEF Implementing Agency, UNDP, about the best way in which to give full expression to the implementation arrangements set out in the Project Document for the National Implementation Modality, whereby UNDP is the GEF Agency providing oversight and supervision, and the Ministry of Environment, Natural Resources Conservation and Tourism (MENT) is the Implementing Partner, with its Department of Environment Affairs (DEA) in the lead, supported by its Department of Forest and Range Resources (DFRR) and Department of Wildlife and National Parks (DWNP); as well as the Department of Town and Country Planning (DTCP) within the Ministry of Land Management, Water and Sanitation Services (MLWS)<sup>1</sup>; the Department of Animal Production within the Ministry of Agricultural Development and Food Security (MoA); the Botswana Tourism Organisation (BTO), and the Local Enterprise Association (LEA). Also mentioned in the project document were Cheetah Conservation Botswana (CCB), BirdLife Botswana, University of Botswana (UB), and Botswana University of Agriculture and Natural Resources (BUAN).

### Implementation

The Mid Term Review noted challenges with the implementation modality as follows: “According to the Project Document the KGDEP is a National Implementation Modality (NIM) project, with the UNDP CO providing execution-support functions as detailed in the Letter of Agreement (LOA) between Government and the UNDP CO and as outlined in the Delegation of Authority Letter that was issued by the UNDP BPPS Environmental Finance Unit’s Executive Director and signed by the UNDP CO. The project management arrangements set out in the Project Document (Diagram 1) are significantly different from those established at the start of the project and still in place today (Diagram 2).”

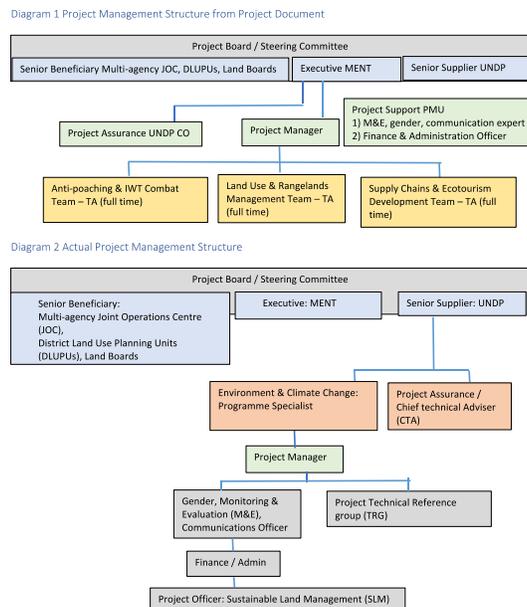


Figure 4: Diagrams 1 and 2 from MTR

<sup>1</sup> In addition to the key government agencies highlighted in the prodoc – DEA, DWNP and DFRR – an MOU was signed in 2020 between UNDP and the Ministry of Land Management, Water and Sanitation Services (MLWS) in 2020 to engage their Department of Town and Country Planning (DTCP) on Output 3.1 of the project.

The MTR Management Response document records that “As per the Prodoc, this is a National Implementation Modality (NIM) project, with the Ministry of Environment, Natural Resources and Tourism (MENT) designated as the government Implementing Partner. In practice, however, it is recognized that the UNDP CO has been leading most execution functions; no funds are transferred to the IP; the PMU staff are appointed on UNDP service contracts; the PMU and the project have a strong UNDP institutional identity; and, the PMU staff are managed directly by UNDP CO staff, with a reporting line to the PSC. This is in part a legacy issue in Botswana, in which, over the past decade, UNDP has taken on responsibility for leading on GEF projects with Government Implementing Partners interfacing with projects mainly through the PSC and technical working groups.” The MTR recommended that “The KGDEP is put under NIM within the MENT and coordinated from DEA in line with the arrangements outlined in the Project Document to be compliant with the Grant Agreement and UNDP’s policies for NIM projects. This will ensure national ownership and ensure that the UNDP CO can better perform its oversight and quality assurance functions as the GEF Agency and thereby reduce potential conflicts of interest and confused lines of responsibility and accountability. By returning to an oversight role, UNDP will be able to more effectively ensure that the project is implemented in full compliance with the terms of the UNDP SES Policy”.

The management response to the MTR records that “senior management in the MENT, the Department of Environment Affairs (DEA) and the Department of Wildlife and National Parks (DWNP) - as representatives of the MENT - have expressed willingness to take over the lead in executing the project and managing the PMU, though there are some concerns about existing levels of capacity to do this effectively. The UNDP CO is ready to transition full accountability for project execution to the IP in a phased process, releasing UNDP CO to play a strong oversight and capacity development role as is consistent with the functions that can be charged to the GEF Agency Fee. This process has already begun: (i) the DWNP has taken a lead role for execution under Component 1 (wildlife crime law enforcement); (ii) the TORs and contract of the new Project Manager (PM), appointed by UNDP CO with effect from 16 June 2021, states the following dual reporting line: ‘The PM will report to the Director of the DEA at the Ministry of Environment, Natural Resources Conservation and Tourism (MENT) 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 Steering Committee (PSC)’.”

Regardless of the outcome of the discussions on how best to resolve the challenges in relation to implementation modality, the re-set process can make proposals to strengthen management and governance arrangements and functioning, also identified in the MTR as a major reason for the project’s less than satisfactory performance during its first half, a situation which has not improved during the subsequent nine months (July 2021 to March 2022), since the majority of project activities remained paused until the “project re-set” could be completed.

## Management

The MTR identified challenges in the project’s day-to-day management as follows: “The Project Management Unit (PMU) is under-resourced in terms of human resources in terms of skills (e.g. sustainable land management) and in terms of the magnitude of the tasks (the ProDoc described three component managers), and in terms of slow recruitment processes and high turnover. It is also hampered by a diffuse reporting chain and decision-making process<sup>2</sup> and this has also resulted in poor financial controls on budgeting.” A further challenge relates to the decision by Government of Botswana and UNDP to locate the PMU in one of the two district capitals, Tsabong, at the southern end of the project landscape and 695 km away from the other district capital, Ghanzi – see Figure 5.

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<sup>2</sup> The MTR notes that “The PMU is [organizationally] located within the UNDP Country Office, and not within the MENT/DEA (although it is [physically] located in offices provided by the District DFRR) with all PMU personnel contracted by the UNDP CO”.

This has meant that the PMU can effectively provide regular in-person service to the Kgalagadi South sub-district, but not to Kgalagadi North sub-district or to Ghanzi district. The three PMU staff sit in a district-level office of MENT-DFRR, and do not have informal access to the Ministry at national level, where the national project director, recently confirmed as Mr Boatametse Modukanele (National CBNRM Coordinator in MENT), has his office, or to lead agency DEA at national level. This has made it difficult for the PMU to embed itself properly in MENT and partner agencies, and to achieve high-level visibility and traction for this important national project for the Government of Botswana and in the GEF Global Wildlife Programme.

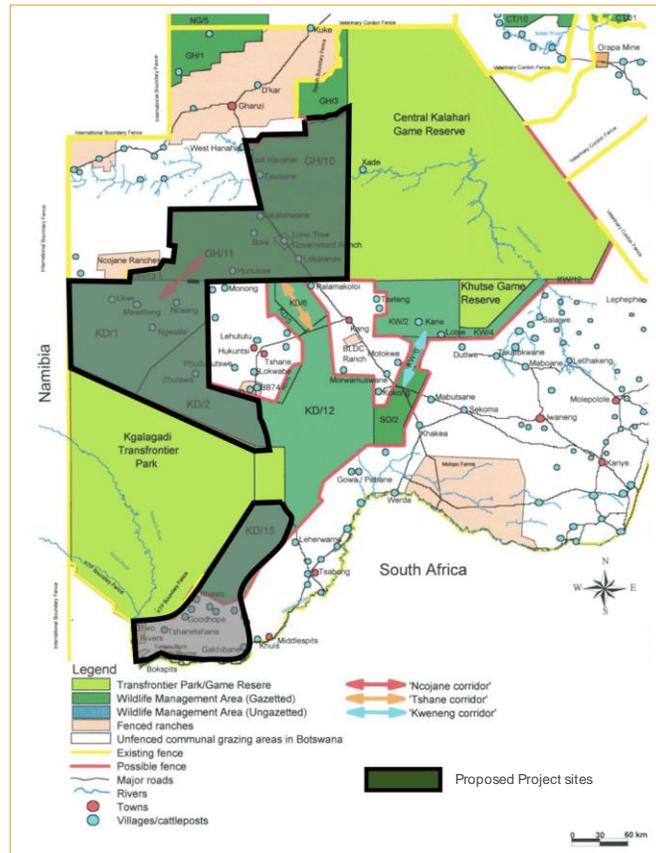


Figure 5: Map of project sites from the Project Document (see red dot for Tsabong in South)

At the point of the project re-set, following discussions with stakeholders, consideration has been given by the consultant to three options to strengthen the project’s day-to-day management and capacity to deliver concrete results in the remaining two years and four months till the Terminal Evaluation. Option 3 is recommended for action, given the advantages and disadvantages of the options as outlined below.

**Management Option 1:** Increase the number of staff in the Implementing Partner’s Project Management Unit (PMU) to access more technical skills and increase the number of “pairs of hands” to undertake the hundreds of separate transactions needed to carry out all the project activities directly. This option is not recommended because a) it is not efficient (at this point, 65% of the way through the period until the Terminal Evaluation will be undertaken) to spend precious time recruiting and training new staff; b) it was never efficient for a small PMU to try and carry out or coordinate so many of the project activities themselves directly; and c) additional posts have not been budgeted for, and there are very limited funds remaining in the Project Management Costs portion of the budget.

**Management Option 2:** Use some of the remaining funds in the three technical components to hire an individual consultant as a part-time Technical Component Coordinator for each of Components 1, 2 and 3, providing technical expertise to back up the capacity of the Implementing Partner’s PMU. This option has some appeal, as a way to fill the gap left by the ending of the Chief Technical Advisor contract, and as more closely corresponding to the original project structure envisaged (see Diagram 1 above)<sup>3</sup>. The disadvantages are that a) this would make a substantial dent in the remaining funds, which are needed for activities designed to have a direct impact on the ground, and b) it may not be necessary, since DWNP, DFRR, DEA, DTCP, BTO and LEA have all expressed commitment during the re-set process to stepping up to play a more proactive role in driving forward activities, and providing technical input and guidance on their various outputs, as shown below:

**Table 4: Role of government agencies in project**

KGDEP Project	Political leadership	Director responsible for technical inputs	Focal person for technical inputs
Project as a whole	MENT Permanent Secretary - Dr Oduetse Koboto	Ag. Director DEA - Mr Thaloganyo Toteng Busang	DEA – Mr Khulekani Mpfu
Component 1 and Comp 2 Output 2.2		MENT-CBNRM Coordinating Office Director DWNP - Dr Kabelo Senyatso	MENT - Mr Boatametse Modukanele DWNP - Mr Adrian Ntombo Kholi (and CSO unit)
Component 2 Output 2.1		MENT-DWNP <i>with BTO: Ecotourism activities</i> <i>with DFRR: Forest &amp; rangeland value chain activities</i> <i>with LEA: Other value chain activities</i>	DWNP - Ms Keorapetse Jenamiso BTO - Ms Claudia Zuze DFRR - Mr Tawana Tanaka Maunganidze LEA - Mr Oreneile Padipadi
Component 3 Output 3.1		MLWSS-DTCP Ag. Director DTCP - Mr Kebonyemodisa Ooke <i>with DEA</i>	DTCP - Ms Tlanelo Tshamekang DEA - Mr Mosimanegape Nthaka
Component 3 Output 3.2 & 3.3		MENT-DFRR Director DFRR - Ms Baitshapi Edith Babusi-Hill <i>with MoA-Dept Animal Production</i>	DFRR - Ms Namasiku Mufwanzala & Mr Tawana Tanaka Maunganidze DAP - Mr Selape
Component 4		MENT-DEA Ag. Director DEA - Mr Thaloganyo Toteng Busang	DEA – Mr Khulekani Mpfu

**Management Option 3:** Move the Implementing Partner’s Project Management Unit (PMU) to sit in Gaborone in the MENT, either under the Department of Environmental Affairs (DEA), as the lead department for the project<sup>4</sup>,

<sup>3</sup> The MTR states: “The technical capacity and human resources of the PMU has been severely reduced due to the absence of the three sub-component technical positions. (The Project Document is vague in relation to these positions suggesting that they might be sub-contracted to suitable national NGOs but without substantive direction on how they should be arranged which appears to have been carried through to the budgeting)” [i.e. these roles were not budgeted for].

<sup>4</sup> The Project Document states that “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)”.

or directly under the office of national project director, Mr Boatametse Modukanele, National CBNRM Coordinator in MENT. From inside MENT at national level, the PMU can operate most effectively as the coordination hub for a network of service providers to the Implementing Partner, orientated towards accelerated delivery and demonstrable impact. In this option, the PMU continues to undertake the following tasks: organizing meetings and workshops, making travel and other logistical arrangements, supporting government to procure and oversee service providers (with technical inputs from government on specifications and quality of work delivered), procuring occasional equipment not linked to major work packages, undertaking monitoring and evaluation, knowledge management, financial and progress reporting.

In this option, it was suggested during the re-set process that eight to ten major packages of work could be undertaken through contractual services from companies /organizations, whose services are procured by the PMU (using the relevant UNDP and/or MENT systems) through i) Requests for Quotations, e.g. for professional services, and ii) Request for Proposals, e.g. for community livelihood support (see more below), and whose work is guided by the relevant technical focus people in government. This option was favoured by the re-set consultant as the most pragmatic way to ensure that results are delivered on the ground in the final 2,5 years of this 7-year project. By the end of the process, the Technical Reference Group and Project Steering Committee has proposed using this approach to an extent – for four packages of work covering about \$700,000 of the remaining approximately \$3.2 million in project funding. Other work will be carried out by government agencies themselves, supported by the PMU, and through smaller consultancies or contracts.

## Governance

The MTR noted that the Project Steering Committee (PSC) “is chaired by the Permanent Secretary MENT and co-chaired by the Resident Representative UNDP CO (or the Deputy Resident Representative). Meetings have been taking place regularly, although the COVID-19 pandemic has affected the number, timing and attendance in 2020-2021.” The PSC last met in December 2021, and met on 30<sup>th</sup> March 2022 to round off the re-set process and consider the way forward, following recommendations from the Technical Reference Group, and prior to seeking approval through UNDP from the Global Environment Facility for proposed changes to the project. The PSC made a number of small recommendations and adjustments which have been incorporated into this final draft of the re-set report.

The PSC is supposed to provide high level policy support to the Implementing Partner’s PMU and take corrective action as needed, to ensure the project achieves the desired results, holding project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. According to the MTR findings, “Monitoring and evaluation and adaptive management does take place, but not at the speed that is necessary to achieve the objective by the close of the project; evaluation is at times unrealistic and there are basic compliance issues which should be handled at the PMU/CO-level which are not being followed, before total budgets and work plans are approved by the Project Board/Steering Committee, while still not UNDP-GEF compliant, and therefore compliance often relies heavily on the regional level of the UNDP-GEF which increases the time taken for decisions to be made”. It went on to say that “In a project with such a diverse number of government departments as implementing partners, an effective PSC is critical to the performance and the ability to achieve the project objectives. Furthermore, there are specific political decisions which need to be made in order for the project to achieve its objective (e.g. the decision on the future of the WMAs). Therefore, the PSC/PB should not be a general forum for participation. It needs to have high-level representation and the authority to make decisions quickly and decisively. At all times it should have a quorum of members representing the key sector agencies so that it can fulfil its executive function.”

Some of the most critical outcomes of the project, and the communities’ ability to manage the human-wildlife interface, do indeed relate to the shoring up of the legal status of the important corridors formed by the Wildlife

Management Areas through their gazettelement (excluding any areas to be rezoned), as well as the completion of new Management Plans for the WMAs, both of which steps are currently seen as depending on the completion of the Integrated Land Use Management Plan – now proposed to take the form of two seamlessly integrated District Integrated Land Use Plans (DILUPs) in terms of Botswana’s Town and Country Planning Act of 2013 (see Section V). The process of drawing up the two integrated district plans, based on the nearly complete cross-district situation analysis and landscape connectivity analysis, will be driven by the Ghanzi and Kgalagadi District Councils, supported by their District Land Use Planning Units, and guided and supported by the Department of Town and Country Planning (DTCP) in the Ministry of Land Management, Water and Sanitation Services (MLWS), through undertaking all the legally-required consultation processes with communities and district level stakeholders. Finalizing the integrated plans, and driving the process of WMA gazettelement will require complex land use decisions and difficult trade-offs that need to be guided by central government policies, necessitating high-level guidance from the Project Steering Committee, where both MENT and MLWS are represented.

In the same vein, the PSC should also discuss and form a view on the suggestion in UNDP’s 2021 Project Implementation Report (PIR) that “MENT/DEA should make representation on behalf of the KGDEP to the Minister requesting a definitive statement putting on hold the de-proclamation of the WMAs until the ILMP is completed. De-proclamation, and the uncertainty surrounding it continues to erode the resilience of the WMA by default, and is compromising the project’s ability to deliver the outcomes and objective agreed in the Project Document. MENT/DEA to facilitate Ghanzi and Kgalagadi Land Boards to put on hold the commissioning of any new boreholes in the proposed WMA areas until the ILMP is completed”. This issue was formally raised with the PSC by one of the CSO representatives on the PSC, Cheetah Conservation Botswana (CCB), which sent a document (included in as Annex 2 to this report because of the importance and urgency of the issues highlighted for the remainder of the KGDEP project, and the PSC deliberations) to all PSC members in February 2022. The document argues that the rezoning of large areas of GH10 and GH11 for private cattle ranches is likely to have a negative impact on the KGDEP project’s ability to achieve its objective of establishing wildlife migratory corridors. A perception from the MTR is that the PSC has tended to have fairly narrow discussions about the project’s progress rather than about the big-picture strategic issues that form the context within which the project can succeed or fail in its objectives.

An additional challenge is that the PSC has a large number of member organizations, with members of the Technical Reference Group also attending. The MTR states that “The PSC/PB is a large and unwieldy structure. A review of the PSC minutes of meetings reveals that there are a large number of members, the last Steering Committee meeting<sup>81</sup> included 44 participants (although there was no representation by the Ministry of Agriculture). The description of the PSC provided in the Project Document is very precise with around 10 members sitting<sup>5</sup>. The PSC/PB should be a high-level executive body capable of making strategic decisions about the project quickly and efficiently. While the membership should be chosen on the basis of representation and strategic guidance, it is not a forum for a much wider participation. The latter should take place at the district-level through the TAC and other fora.” It has been recommended by the UNDP Country Office that the PSC structure should be streamlined according to these principles, and following the basic structure set out in the Project Document, with a smaller number of voting representatives (who are at Director/Deputy Director level). This would not prevent other agencies from attending and participating in meetings as observers, but would ensure that quorum can be met. At the next PSC meeting, proposals will be considered for how to streamline its representation and functioning.

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<sup>5</sup> According to the Project document, 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

## V. REVISED PROJECT RESULTS FRAMEWORK

In proposing adjustments to the Results Framework as part of the project re-set, the UNDP-GEF guidance has been borne in mind: “The project resources allocated by the GEF Council were provided to achieve specific project results, not less of these results or different results. Adaptive management should not be used to hide poor/inadequate project design and/or project management, poor project progress or performance, or to ‘lower the bar’ in such a way as to artificially inflate project results. At the same time, circumstances on the ground may change and there may be more efficient and effective ways (through different outputs and activities) to achieve a given project objective and outcomes.” In considering the adjustments outlined below, it is also important to revisit the theory of change, in order to ensure that any adjustments to outputs still enable the achievement of project outcomes, and that any adjustments to indicators still still enable a snapshot to be taken of whether the project is achieving the outcomes which together contribute to the overall project objective.

The project theory of change relies on all three interconnected components and their outcomes to mutually support each other, using three interrelated strategies to secure wildlife in Botswana and tackle land/rangeland degradation at the Kalahari Landscape level. As stated in the Project Document, the project will “i) 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”.

All of these major strategies remain intact, with the vital linkages between the components’ outcomes. The project is on track to achieve the desired outcome for Components 1. Component 2’s outcomes can still be achieved, with a significant shift in operational mode. Component 3’s work on land use planning and securing the WMAs is critical to the other outcomes, and can be achieved, with some blockages removed. The sustainable land (especially rangeland) management objectives of Component 3 remain a weak link, and activities need to be stepped up under DFRR to achieve the targets in the remaining 2,5 years of project implementation. As part of the project’s legacy plan, it is critical that a bridge is built consciously from the KGDEP project to the new \$38.6 million project financed by the Green Climate Fund and executed by Conservation International (CI) Botswana in partnership with the Ministry of Agricultural Development and Food Security (MoA), starting in 2022 in three areas of Botswana’s communal rangelands, including those in the Kgalagadi District.

*No changes are proposed to the **Project Objective** which remains “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”.*

*No changes are proposed to the wording and intention of the four Project Outcomes:*

- **Outcome 1** - Increased national and district (Kgalagadi and Ghanzi) **capacity to tackle wildlife crime** (including poaching, wildlife poisoning and illegal trafficking and trade)
- **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

- **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
- **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.

*Changes are proposed* to four of the 15 original Outcome Indicators in the Project Results Framework, with one of them split into two Indicators, and one removed to correspond with streamlining of project activities planned to be carried out under the relevant output.

Please note that the original Project Document does not have Output Indicators, only Outcome Indicators. It is suggested that Output Indicators be added to and tracked through the project's Monitoring and Evaluation Plan as part of the completion of the project's re-set process, and the project M&E officer in the PMU has begun work on this.

In addition to these indicators, there is the GWP 6 Tracking Tool, since KGDEP is a Child Project under the larger Global Wildlife Programme and must report on mandatory indicators correctly reflected from the overall programme indicators. The Tracking Tool indicators relate closely to those in the PRF and are: 1. Number of law enforcement and judicial activities at program sites; 2. Number of people supported by Global Wildlife Program activities at program sites; and 3. Number of target species poached at program sites (selected priority species: big cats).

*Changes are proposed* to the three outputs of Component 3, to reflect: i) the importance of the development of two seamlessly integrated District Integrated Land Use Plans (DILUPS) as the basis for formalizing wildlife migratory corridors through the gazettment of WMAs; ii) the streamlining of activities in sustainable land management, excluding climate smart agriculture, which is not essential to the project logic; and iii) the removal of planned activities under Output 3 on the expansion of the role and mandate of District Land Use Planning Units (DLUPUs), with additional capacity development of DLUPUs retained, with corresponding budget allocations, now moved to be included under adjusted Output 3.1.

In Table 5, a summary is provided of the changes proposed to four of the indicators and three of the outputs, followed by a detailed outline of the justifications for these changes.

## Summary of Changes Proposed to Project Results Framework and Justifications

**Table 5: Comparison of original Indicators and Outputs with proposed changes**

Original (Approved)	Proposed		Brief Justification / Rationale	
<p><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</p> <p><b>Mandatory Indicator 1</b> (for UNDP SP Output 2.5): <i>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</i> (national strategy, inter-agency forums, JOC, district forums; capacity scorecard)</p> <p><b>Mandatory indicator 2</b> (for UNDP SP Output 1.3.): <i>Number of additional people (f/m) benefitting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas</i> (1,500 male and 500 female beneficiaries)</p> <p><b>Indicator 3:</b> <i>Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites</i> (average annual number of incidents)</p>	<p><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</p> <p><b>Mandatory Indicator 1</b> (for UNDP SP Output 2.5): <i>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</i> (national strategy, inter-agency forums, JOC, district forums; capacity scorecard)</p> <p><b>Mandatory indicator 2</b> (for UNDP SP Output 1.3.): <i>Number of additional people (f/m) benefitting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas</i> (1,500 male and 500 female beneficiaries)</p> <p><b>Indicator 3:</b> <i>Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites</i> (average annual number of incidents)</p>		<p>No change to Project Objective</p> <p>No change to Objective-Level Indicators</p> <p>(Including no change to one of the GEF Core Indicators)</p>	
<p><b>Component 1:</b> Coordinating capacity for combating wildlife crime (including trafficking, poaching and poisoning) and enforcement of wildlife policies and regulations at district, national and international levels</p>				
<p><b>Outcome 1:</b> Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)</p> <p><u>Outcome indicators in PRF:</u></p> <p><b>Indicator 4:</b> <i>Rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife cases</i></p> <p><b>Indicator 5:</b> <i>Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard) (scores)</i></p>	<p><b>Output 1.1</b> National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started</p>	<p><b>Outcome 1:</b> Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)</p> <p><u>Outcome indicators in PRF:</u></p> <p><b>Indicator 4:</b> <i>Rates of seizures and arrests, and wildlife poisonings</i></p> <p><b>Indicator 5:</b> <i>Coordination system in place to track successful prosecutions of wildlife cases</i></p> <p><b>Indicator 6:</b> <i>Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard) (scores)</i></p>	<p><b>Output 1.1</b> National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started</p>	<p>No change to Component Title</p> <p>No change to Outcome Statement</p> <p>No change to Output wording</p> <p>One change to Outcome Indicators: Original Indicator 4 split into New Indicator 4 and New Indicator 5 – please see <b>Detailed Justification No. 1</b> below table</p>
	<p><b>Output 1.2</b> 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)</p>		<p><b>Output 1.2</b> 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)</p>	

Original (Approved)	Proposed		Brief Justification / Rationale	
<p><b>Component 2:</b> Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts (KD1, 2, 15, GH 10 and 11)</p>				
<p><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</p> <p><i>Indicator 6: Number of value chains and ecotourism ventures operationalized</i></p> <p><i>Indicator 7: Percentage increase in incomes derived from ecotourism and value chains</i></p> <p><i>Indicator 8: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions</i></p>	<p><b>Output 2.1:</b> At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities</p> <p><b>Output 2.2</b> 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.</p>	<p><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</p> <p><i>Indicator 7: Number of value chains and ecotourism ventures operationalized</i></p> <p><i>Indicator 8: Percentage increase in incomes derived from ecotourism and value chains</i></p> <p><i>Indicator 9: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and mitigating human wildlife conflict</i></p>	<p><b>Output 2.1:</b> At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities</p> <p><b>Output 2.2</b> 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.</p>	<p>No change to Component Title</p> <p>No change to Outcome Statement</p> <p>No change to Output wording</p> <p>One change to Outcome Indicators: Wording of Original Indicator 8 adjusted to reflect accurately the role of stakeholders – please see <b>Detailed Justification No. 2</b> below table</p> <p><u>Note:</u> Indicators 6, 7 and 8 are renumbered as 7, 8 and 9</p>

Original (Approved)	Proposed	Brief Justification / Rationale		
<b>Component 3:</b> 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				
<p><b>Outcome 3:</b> 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><b>Indicator 10:</b> Area of community lands integrating SLM practices</p> <p><b>Indicator 11:</b> Yields of three lead/most commonly grown crops</p> <p><b>Indicator 12:</b> Functionality of integrated landscape land use planning and management framework</p> <p><b>Indicator 13:</b> Capacity scores for NRM institutions (DWNP, DFRR, DEA)</p>	<p><b>Output 3.1</b> Approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11)</p> <p><b>Output 3.2</b> 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</p> <p><b>Output 3.3</b> 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</p>	<p><b>Outcome 3:</b> 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 10:</b> Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KD1, 2, GH 10, 11)</p> <p><b>Indicator 11:</b> Area of community lands integrating SLM practices</p> <p><b>Indicator 12:</b> Existence of functional integrated landscape land use planning and management framework in project districts</p> <p><b>Indicator 13:</b> Capacity scores for NRM institutions (DWNP, DFRR, DEA)</p>	<p><b>Output 3.1</b> Two fully integrated District Integrated Land Use Plans prepared, with well capacitated DLUPUs, leading to approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11)</p> <p><b>Output 3.2</b> 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 and community-based fire management). This integrates SLM into livelihood activities and reduces threats to wildlife from the productive landscape outside the PAs</p>	<p>No change to Component Title</p> <p>No change to Outcome Statement</p> <p>Changes to all three Outputs:  <b>Output 3.1:</b> Updated to include important DILUPS, and also DLUPU capacitation (moved from 3.3) – please see <b>Detailed Justification No. 3</b> below table</p> <p><b>Output 3.2:</b> Reference to “climate smart agriculture” removed – please see <b>Detailed Justification No. 4</b> below table</p> <p><b>Output 3.3:</b> Deleted, and wording of Output 3.1 to reflect moving one of the three original activities there, with the others dropped – please see <b>Detailed Justification No. 5</b> below table</p> <p>No change to two GEF Core Indicators (original 9 and 10 – renumbered as 10 and 11)</p> <p>Two changes to Outcome Indicators:  <b>Original Indicator 11:</b> Removed to reflect removal of climate smart agriculture activities – please see <b>Detailed Justification No. 4</b> below table</p> <p><b>Original Indicator 12:</b> Updated to reflect new emphasis on integrated district planning – please see <b>Detailed Justification No. 3</b> below table</p>

Original (Approved)	Proposed		Brief Justification / Rationale	
<b>Component 4:</b> Gender mainstreaming, knowledge management, monitoring and evaluation				
<p><b>Outcome 4:</b> Gender mainstreaming, Lessons learned by the project through participatory M&amp;E are used to guide adaptive management, collate and share lessons, in support of upscaling.</p> <p><i>Indicator 14: % of women participating in and benefiting from the project activities</i></p> <p><i>Indicator 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects</i></p>	<p><b>Output 4.1</b> Gender strategy developed and used to guide project implementation, monitoring and reporting</p> <p><b>Output 4.2</b> Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons</p> <p><b>Output 4.3</b> Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes</p>	<p><b>Outcome 4:</b> Gender mainstreaming, Lessons learned by the project through participatory M&amp;E are used to guide adaptive management, collate and share lessons, in support of upscaling.</p> <p><i>Indicator 14: % of women participating in and benefiting from the project activities</i></p> <p><i>Indicator 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects</i></p>	<p><b>Output 4.1</b> Gender strategy developed and used to guide project implementation, monitoring and reporting</p> <p><b>Output 4.2</b> Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons</p> <p><b>Output 4.3</b> Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes</p>	<p>No change to Component Title</p> <p>No change to Outcome Statement</p> <p>No change to Output wording</p> <p>No change to Outcome Indicators</p>

## Detailed justifications of changes to Indicators and Outputs

### Detailed Justification No.1

#### Change proposed:

Old Indicator 4: Rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife cases

New Indicator 4: Rates of seizures and arrests, and wildlife poisonings

New Indicator 5: Coordination system in place to track successful prosecutions of wildlife cases

**Justification for change:** Discussions with DWNP during the re-set process have identified that the original indicator had two elements to it – one element which was feasible for DWNP to measure (seizures and arrests, poisonings), that has been retained; the other element not feasible for DWNP to measure (prosecutions, convictions, pending cases) since it falls under a completely separate branch of government covering the criminal justice system. So the original indicator has been split in two, retaining the feasible element in Indicator 4, and establishing a new Indicator 5 to address the other element, with an achievable target. No data was recorded under this indicator at project mid-term, partly because it was felt that any trends would not be attributable to the project interventions, since most of the activities were still to be carried out.

During the re-set discussions, it emerged that there was a challenge with how the indicator was set up, which also accounted for the lack of data so far. The indicator was based on the assumption that the Department of Wildlife and National Parks (DWNP) could track all this data. DWNP, situated in the Ministry of Environment, Natural Resources Conservation and Tourism (MENT), does track data on arrests and seizures, and poisoning incidents, so these elements of the Targets have been retained. Data on prosecutions, convictions and pending cases, however, fall under the Directorate of Public Prosecutions (DPP), in the Attorney General’s Chambers under the Ministry of Defence, Justice and Security, to which DWNP had no links at project start.

As a result of the project, contact has been made between DWNP and DPP and work has begun to set up a new system whereby “wildlife crime” is established as a category in DPP for the first time, so that data can be gathered on wildlife crime prosecutions, pending cases and convictions. At the same time, DWNP will be setting up an electronic tracking system to follow up with DPP on all cases on a quarterly basis. The successful establishment of this tracking system is proposed as the new indicator. The final target is that “A new electronic tracking system is established and operational in DWNP, tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions), based on a newly established category in DPP of wildlife crime”. In the context of the complete absence of dialogue between the wildlife enforcement system and the criminal justice system before the project, success in establishing this cross-ministerial tracking system is seen by government as a significant contribution to measuring the effectiveness of Botswana’s anti-IWT efforts and achieving the Outcome for this component of “Increased national and District level capacity to tackle wildlife crime”.

### Detailed Justification No. 2

#### Change proposed:

Old Indicator 8: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions

***New Indicator 9<sup>6</sup>:** Number of CSO, community and academia members actively engaged in wildlife crime monitoring and mitigating human wildlife conflict*

**Justification for change:** The original language of “community battalions” used in the indicator was not well aligned with Botswana’s legislative and policy context, since civilians in Botswana are not directly engaged in anti-poaching enforcement operations – confirmed in a meeting with Director of DWNP, Dr Kabelo Senyatso. Civilians do act as community escort guides, trained and equipped by DWNP, and community trusts may patrol their concessions to monitor illegal activities. The new wording retains the importance of community members, together with civil society organizations and academics, supporting wildlife monitoring – through training of escort guides and the multi-stakeholder forums established through the project. The wording highlights that these forums also focus a second aspect, which is mitigating human wildlife conflict. This second aspect ties in with Output 2.2, and is important for achieving Outcome 2 of the project, that “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.”

### **Detailed Justification No. 3**

#### **Change proposed to indicator:**

***Old Indicator 12:** Functionality of integrated landscape land use planning and management framework*

***New Indicator 12:** Existence of functional integrated landscape land use planning and management framework in project districts*

#### **Change proposed to output:**

***Old Output 3.1** Approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11)*

***New Output 3.1** Two fully integrated District Integrated Land Use Plans prepared, with well capacitated DLUPUs, leading to approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH10/GH11)*

**Justification for change:** The Outcome for this component is that “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”. In achieving this outcome, the establishment of wildlife corridors linking the Kgalagadi Transfrontier Park with the Central Kalahari Game Reserve is absolutely central, and Wildlife Management area boundaries need to be confirmed and established by law. During the re-set process it became clear that WMA gazettement and management planning could not and would not happen without the completion of the plan that was originally termed the “Integrated Land Use Management Plan” for the project. So the delivery of the planning product has been added to the wording of the output to make it clear that both elements are important – the gazettement of WMAs and the land use plans underpinning them.

Over the course of the project, following the signing of a Memorandum of Understanding in 2020 between UNDP and the Department of Town and Country Planning (DTCP) in the Ministry of Land Management, Water and Sanitation Services (MLWS), it was decided to produce a plan covering the whole of Ghanzi and Kgalagadi Districts, since this would have a legal status in terms of the Town and Country Planning Act, 2013 that a plan for the project landscape would not have, and could thus be more effectively implemented. During the re-set process, and following a meeting with Acting Director of DTCP, Mr Kebonyemodisa Ooke and the senior management team,

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<sup>6</sup> Numbering adjusted as a result of adding an indicator earlier

consideration was given by DTCP to the best form for the planning product to take, and it was decided to produce two seamlessly integrated District Integrated Land Use Plans (DILUPs) which will be approved by the District Councils and be legally enforceable. The wording of the output now demonstrates the importance of the DILUPs as the foundation for the gazettement of WMAs to form the wildlife migratory corridors. The wording of the indicator is also adjusted to reflect that the “land use planning and management framework” envisaged will be at district level.

#### **Detailed Justification No. 4**

*Old Indicator 11: Yields of three lead/most commonly grown crops*

*New Indicator: None*

*Old 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*

*New Output 3.2<sup>7</sup> 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 and community-based fire management). This integrates SLM into livelihood activities and reduces threats to wildlife from the productive landscape outside the PA*

**Justification for change:** As part of the re-set process, discussions have been held in the Technical Reference Group on the originally planned activity “Develop and implement community-based adaptation strategies for 10 villages, including climate smart agriculture”. It was noted in the Mid Term Review that no progress has been made towards this activity, and that the Department of Crop Production in Ministry of Agricultural Development and Food Security (MoA) has not been engaged with the project (it was intended that the Botswana Institute of Technology Research and Innovation (BITRI) would train communities/farmers on climate smart agriculture (CSA), with the MoA, but no activities were carried out because of the COVID-19 pandemic.) At this late stage of the project, with only two growing seasons remaining, it was not seen by the TRG as feasible to deliver significant results in this area, that would contribute to the original indicator of yields of staple crops increased by 40% by project end.

The link of this activity to the project logic was explored, and it was noted that crop production is not a significant competing land use pressure compared with the strong pressure from livestock production. Crop and vegetable production is limited mostly to the communal areas (outside the WMAs) and villages, and is not extensive, given the poor soils and low rainfall<sup>8</sup> of the project landscape. Livestock production is the chief land use that is competing for land with wildlife migratory corridors, as cattle posts and boreholes continue to be established across the WMAs to provide for additional grazing to supplement existing degraded grazing lands.

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<sup>7</sup> i.e. removed the words “climate smart agriculture”

<sup>8</sup> Sandveld soils are generally deep, coarse sandy with little structure and very low water and nutrient holding capacity. Rainfall varies from 150mm per year in the south-east of Kgalagadi to 440mm per year in the north-east of Ghanzi.

For this reason, it was decided to focus the sustainable land management (SLM) activities on the other three areas of focus that relate directly to containing the footprint of livestock production by enhancing grazing productivity: rangeland rehabilitation, holistic rangeland management and community bushfire management. For these activities, the project already has strong engagement by the Department of Animal Production (DAP) in the MoA, as well as the Department of Forest and Range Resources (DFRR) in the MENT. Since animal production is far more significant than crop production as a competing land use with conservation, removing the crop production activity and corresponding indicator will not compromise the project's ability to achieve Outcome 3: that "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".

## Detailed Justification No. 5

*Old 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*

*No Output (but DLUPUs covered in Output 3.1)*

The proposed change here is to remove Output 3.3, which originally had three activities, which were all based on a misunderstanding of the role of a District Land Use Planning Unit (DLUPU) as a "SLM/NRM coordination mechanism" and an aspiration to expand this role. This aspiration has not proven feasible, or necessary for achievement of Outcome 3, which can be achieved with the current institutional set-up. The original activities were as follows:

- *Support DLUPU to expand its current SLM/NRM coordination mechanism to become more inclusive and effective*
- *Design an SLM Financing Strategy, and mobilise resources to support SLM/NRM coordination mechanism and other SLM initiatives*
- *Design and implement training programs for technical institutions and 20 villages on skills required for project implementation*

It has been confirmed during the re-set process, in discussions with the Department of Town and Country Planning (DTCP), that government has no intention of changing or expanding the role of DLUPUs, which explains why the MTR found it difficult to discern any significant level of effort that had gone into this output. Structurally, a DLUPU has a very specific role and mandate, as a sub-committee of the relevant District Development Committee (DDC), co-chaired by the Land Board Secretary and the District Development Officer (from District Commissioner's Office). According to DTCP, a DLUPU is a technical committee which operates as a service, support and advisory unit in a district. It advises Land Boards, Councils, and other implementing ministries like Wildlife, Agriculture etc. on land use related matters. It facilitates the implementation of government development policies and in particular assists the production of the District Development Plan and the resolution of land conflicts.

The original Output 3.3 envisaged project interventions to expand the two DLUPUs' roles, structures and funding sources. In this vision, DLUPUs would become multi-stakeholder bodies tackling a wide range of natural resource management (NRM) and sustainable land management (SLM) issues ("*integrated landscape planning, WMA management as wildlife conservation corridors and mainstreaming of SLM into communal areas*"). This is shown in the original Indicator 12 (a functional LUP&M framework), whose targets related to this proposed expansion of role. The end-of-project targets were that each DLUPU should have: "i) Budget allocation meeting over 50% of budget needs, ii) Membership includes 4 types CSO, communities, academia) and 4 Ministries; and iii) Has a standing and funded secretariat". Discussions with DTCP and in the TRG confirmed that these targets, and the

three original proposed activities underlying them, did not represent a feasible or effective route to achieving Outcome 3.

In fact, there is no intention to expand the role of the DLUPUs in Kgalagadi and Ghanzi Districts, since their role is very clearly mandated by law and integrated into how local government operates at the district level. The wide range of issues that the Project Document envisaged the expanded DLUPUs could cover – *“integrated landscape planning, WMA management as wildlife conservation corridors and mainstreaming of SLM into communal areas”* are issues which cut across the existing mandates of several government agencies, including DTCP, DWNP, DFRR and MoA. Discussions with DTCP and in the Technical Reference Group indicated that there is no intention to change the way local government operates in these two districts of Botswana, and this is not seen as the best route to achieve the project’s results.

It was confirmed, however, that DLUPUs do have a central role to play in the development of the two seamlessly integrated District Integrated Land Use Plans (DILUPs) as the basis for WMA gazettement, and in managing land use conflict on an ongoing basis. It was decided that budget allocated for DLUPU training should still be utilized, as part of Output 3.1, which already includes work to develop and use a Land Use Conflict Identification System (LUCIS) and integrate it into the Land Board system, training officials on the LUCIS tool. The wording of Output 3.1 has thus been adjusted to include an element of DLUPU capacitation, in the context of developing the district plans with consultation of multiple stakeholders – a process which DLUPUs have a clear mandate to support.

All of this is supported by the Mid Term Review, which characterized the DLUPU-related targets as *“specific targets demonstrating a transition of agency collaboration towards an integrated land use plan at the ecosystem level”* and suggested that *“If these forecast structures and targets are not in line with the institutional set up necessary to manage the KGDE sustainably and equitably, then they should have been revised by the PSC and new appropriate structures included in the log frame.”* As early as the 2020 PIR there was a need expressed to re-strategize on this output. The proposed changes address these concerns and put Component 3 on a firm footing to deliver effectively on Outcome 3.

## Original Project Results Framework showing changes to Indicators and Targets

The framework that follows in Table 6, showing the Targets as well as the Outcome Indicators, is taken from Annex A of the GEF CEO Endorsement request approved in June 2017:



## GEF-6 REQUEST FOR PROJECT ENDORSEMENT/APPROVAL

PROJECT TYPE: FULL SIZED PROJECT

TYPE OF TRUST FUND: GEF TRUST FUND

## PART I: PROJECT INFORMATION

<b>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</b>			
Country	Botswana	GEF Project ID: <sup>1</sup>	9154
GEF Agency:	UNDP	GEF Agency Project ID:	5590
Other Executing Partner(s):	Ministry of Environment, Natural Resources Conservation and Tourism (MENT)	Submission Date: Re-submission	28 Dec 2016 14 March 2017 25 May 2017
GEF Focal Area (s):	Biodiversity; Land Degradation	Project Duration (Months)	80
Integrated Approach Pilot	n/a	Corporate Program:	n/a
Name of Parent Program	9071/Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development	Agency Fee	USD 539,711

The framework is also the same as the Project Results Framework in the UNDP-GEF Project Document accompanying the CEO Endorsement Request<sup>9</sup>:



## 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	

<sup>9</sup> Please note: Table B of the CEO Endorsement Request contains a mixture of the outcome-level indicators used in the Project Results Framework, and some more output-orientated indicators. These will all be drawn upon in finalizing Output Indicators for the M&E Plan.

**Table 6 : Original Project Results Framework showing changes to indicators and targets**

<p><b>This project will contribute to the following Sustainable Development Goal (s):</b> the project largely contributes to SDG 15: <i>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and biodiversity loss.</i> 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 <b>indigenous local</b> communities to conserve wildlife. Using a gender strategy to guide project implementation will contribute to SDG5 - <i>Achieve gender equality and empower all women and girls.</i> 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 - <i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</i> 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).</p>					
<p><b>This project will contribute to the following country outcome included in the UNDAF/Country Program Document:</b> Improved environment, natural resources, climate change governance, energy access and disaster risk management.</p>					
<p><b>This project will be linked to the following output of the UNDP Strategic Plan:</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.</p>					
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
<p><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</p> <p><b>NO CHANGE</b></p>	<p><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</p> <p><b>NO CHANGE (Objective Level Indicator)</b></p>	<ul style="list-style-type: none"> <li>➢ National strategy / protocol on inter-agency collaboration – 0</li> <li>➢ Inter-agency fora – 1</li> <li>➢ Joint Operations Centre (JOC) – 0</li> <li>➢ District fora – 0</li> </ul>	<ol style="list-style-type: none"> <li>1. National strategy on inter-agency collaboration – 1</li> <li>2. Inter-agency fora – 3</li> <li>3. Joint operations Centre (JOC) – 1</li> <li>4. District fora – 2</li> </ol> <p>Capacity scorecards for wildlife management institutions and law enforcement agencies over 40%</p>	<ol style="list-style-type: none"> <li>1. National strategy on inter-agency collaboration - 1</li> <li>2. inter-agency fora – 3, fully functional</li> <li>3. Joint operations Centre (JOC) – 1, fully functional</li> <li>4. District fora – 2, fully functional</li> </ol> <p>Capacity scorecards for wildlife management institutions and law enforcement agencies over 50%</p>	<p>Wildlife management institutions and law enforcement agencies can overcome internal bureaucracies and find common ground with speed.</p> <p>Ongoing review of the Wildlife Conservation and National Parks Act will align the act to the purposes of this project.</p> <p>Political will in terms of combating wildlife crime will continue during the entire project</p>

	<p><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</p> <p><b>NO CHANGE</b> (Objective Level and GEF Core Indicator)</p>	0 (male/female)	200 (male: 100/female: 100)	500 (250male/ 250 female)	<p>That value chains not based on wildlife consumption can be identified and quickly operationalized.</p> <p>That ecotourism ventures will be viable and truly involve local communities (in planning and execution, management and ownership of businesses);</p> <p>No major drought or climate event such as floods</p>
	<p><b>Indicator 3:</b> Rates/Levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites</p> <p><b>NO CHANGE</b> (Objective Level Indicator)</p>	<p>Annual average = 404 incidents</p> <p>1. Ghanzi = 165 incidents</p> <p>2. Kgalagadi = 239 incidents</p>	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 <sup>10</sup> .
<p><b>Outcome 1:</b> Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)</p> <p><b>NO CHANGE</b></p> <p>Outputs contributing to Outcome 1:</p>	<p><b>Indicator 4:</b> Rates of <del>inspections or cases, seizures and arrests, and wildlife poisonings and successful prosecutions of wildlife cases</del><sup>11</sup></p> <p><b>CHANGES PROPOSED to Indicator and Targets</b></p>	<p>Seizures / Arrests – 65 cases per year</p> <p>Wildlife deaths from poisoning - tbd</p> <p><del>Prosecutions – 89%</del></p> <p><del>Convictions – 11%</del></p> <p><del>Pending cases – 75%</del></p>	<p>Seizures / Arrests - Reduce by 40% (should increase instead by about 25% during the first 2 years or so due to improved patrol effort)</p> <p>Wildlife deaths from poisoning - Reduce by 30%</p>	<p>Seizures / Arrests - Reduce by 80%</p> <p>Wildlife deaths from poisoning - Reduce by 75%</p> <p><del>Prosecutions – Increase to 95%</del></p> <p><del>Convictions – Increase by 85%</del></p>	<p>Capacity of national and district 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 IVT effectively</p> <p>Number of seizures and arrests may go up in the final 2 years of project</p>

<sup>10</sup> An update on the assumptions here is that DWNP, supported by the PMU, will: a) establish a clear definition of “incidents” for this indicator; b) determine the annual average number of incidents in the two districts for each year from 2017 to 2021 and capture this for information purposes; c) report the results in the 2022 PIR as a new benchmark at the point that the HWC is being unrolled; d) gather the data for 2022 and 2023, plot the values 2018-2023 on a graph and look for a change of trajectory post-rollout, whilst also comparing the 2023 value with both with the original baseline and the 2021 benchmark.

<sup>11</sup> See section on Justification for changes above

<p><b>Output 1.1</b> National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started</p> <p><b>Output 1.2</b> 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)</p>			<p>Prosecutions—Increase to 95% (marginal increase first 2 years as training and building capacity occurs on investigations gets underway)</p> <p>Convictions—Increase to 30%</p> <p>Pending cases—Reduce to 50%</p>	<p>Pending cases—Reduce to less than 25%</p>	<p>implementation, following completion of the project interventions for strengthening anti-poaching efforts (as per the first two years envisaged in the mid-term target).</p>
	<p><b>Indicator 5:</b> Coordination system in place to track successful prosecutions of wildlife cases<sup>12</sup></p> <p><b>CHANGE: Separate Indicator</b></p>	<p>No electronic tracking system in place in DWNP for tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions) and no coordination with the Directorate of Public Prosecutions (DPP)</p>	<p>As a stepping stone towards having an electronic system in place in DWNP tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions) discussions are held with the DPP</p>	<p>A new electronic tracking system is established and operational in DWNP, tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions), based on a newly established category in DPP of “wildlife crime”</p>	<p>Discussions between DWNP and the Directorate of Public Prosecutions (DPP)<sup>13</sup> lead to the establishment of a new category of “wildlife crime” and the availability of wildlife crime statistics that are channelled to DWNP, which feeds them into a new electronic tracking system which can be used to monitor changes over time in prosecution and convictions as a percentage of arrests, and length of awaiting trial periods</p>
	<p><b>Indicator 6:</b> Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)</p> <p><b>NO CHANGE</b></p>	<p>28%</p>	<p>40%</p>	<p>50%</p>	<p>The original completed Score Card used to generate the baseline value can be located and rapidly readministered with the same institutions / positions, so that mid-term values can be recorded in the June 2022 PIR</p>
<p><b>Outcome 2:</b> Incentives and systems for wildlife protection by</p>	<p><b>Indicator 7:</b> Number of value chains and</p>	<p>0</p>	<p>At least 2</p>	<p>4</p>	

<sup>12</sup> See section on Justification for changes above

<sup>13</sup> The DPP falls under the Attorney General’s Chambers under the Ministry of Defence, Justice and Security (which also has the following Departments: Botswana Defence Force, Botswana Police Service, Department of Prisons and Rehabilitation, Administration of Justice).

<p>communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape</p> <p><b>NO CHANGE</b></p> <p>Outputs contributing to Outcome 2:</p>	<p>ecotourism ventures operationalized</p> <p><b>NO CHANGE</b></p>				<p>Increased returns from CBNRM and value chains<sup>14</sup> will overcome the current animosity towards wildlife and community perception that the government is prioritizing wildlife conservation and beef industry over their livelihood needs.</p>
	<p><b>Indicator 8:</b> Percentage increase in incomes derived from ecotourism and value chains</p> <p><b>NO CHANGE</b></p>	<p>Minimal – to be confirmed during inception</p>	<p>10 % increase over baseline in incomes from CBNRM (40% of beneficiaries are women)</p>	<p>25 % increase over baseline household incomes from CBNRM</p>	
<p><b>Output 2.1</b> At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities</p> <p><b>Output 2.2</b> 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.</p>	<p><b>Indicator 9:</b> Number of CSO, community and academia members actively engaged in wildlife crime monitoring and <del>surveillance in community battalions</del> mitigating human wildlife conflict<sup>15</sup></p> <p><b>CHANGES PROPOSED to Indicator</b></p>	<p>Minimal (confirmed at inception)</p>	<p>At least 60 (equal numbers of male and female)</p>	<p>At least 200 (equal numbers of male and female)</p>	<p>Communities appreciate the importance of their participation in wildlife management and monitoring and reporting of wildlife crime</p> <p>Multi-stakeholder forums bring together CSOs, communities and academia on a regular basis to reduce human wildlife conflict and strengthen community support to monitoring of wildlife crime</p>
<p><b>Outcome 3:</b> Integrated landscape planning in the conservation areas and SLM practices in communal lands secures wildlife migratory corridors and increased</p>	<p><b>Indicator 10:</b> Area of landscape/ecosystem being managed as wildlife corridors (WMAs</p>	<p>0 (WMA boundaries have been approved but formal gazettement process has not begun)</p>	<p>Integrated land use management plan ready by MTR phase</p>	<p>Nomination files for 500,000 hectares of WMAs covering wildlife corridors submitted for gazettement</p>	<p><sup>18</sup>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</p>

<sup>14</sup> An update on the assumptions is that LEA can develop a household income survey tool and administer it with all households participating in and benefitting from the project-supported business and livelihood opportunities, and will establish a baseline for inclusion in the 2022 PIR, and track progress by the end of the project, as well as post-project.

<sup>15</sup> See section on Justification for changes above

<sup>18</sup> An update on the assumptions here is that although the mid-term target has not been met, rapid progress will be made in the last 2,5 years of implementation, with two seamlessly integrated District Integrated Land Use Plans timeously completed and approved (based on the situation and landscape connectivity analyses), as the basis for the WMA gazettement and WMA management plans, enabling the management of 500,000 hectares as an effective wildlife corridor linking KTP and CKGR.

<p>productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem</p> <p><b>NO CHANGE</b></p> <p>Outputs contributing to Outcome 3:</p> <p><b>Output 3.1</b> Two fully integrated District Integrated Land Use Plans prepared, with well capacitated DLUPUs, leading to approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KDI/KD2 and GH11)</p> <p><b>Output 3.2</b> Approximately 100,000 ha of community lands around the Protected Areas (east of KDI 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</p>	<p>formally established) KDI, 2<sup>16</sup>, GH 10, 11<sup>17</sup>)</p> <p><b>NO CHANGE (GEF Core Indicator)</b></p>		<p>Land use plans for the WMAs ready</p>		<p>collaborate to formally have these gazetted.</p> <p>No bureaucratic delays to the submission of nomination files and eventual gazettelement.</p>
	<p><b>Indicator 11:</b> Area of community lands integrating SLM practices</p> <p><b>NO CHANGE (GEF Core Indicator)</b></p>	<p>0 (to be confirmed at inception)</p>	<p>30,000 hectares</p>	<p>100,000 hectares</p>	<p><sup>19</sup>No bureaucratic delays to project start up; no unusual climate event (drought, floods)</p>
	<p><del>Indicator 12:</del> Yields of three lead/most commonly grown crops</p> <p><b>CHANGE – Indicator removed</b><sup>20</sup></p>	<p><del>Confirmed at inception</del></p>	<p><del>20% increase in yields over baseline value</del></p>	<p><del>40% increase in yields over baseline value</del></p>	<p><del>No unusual climate event (drought, floods)</del></p>
	<p><b>Indicator 12:</b> Existence of functionally integrated landscape land use planning and management framework in project districts</p>	<p><del>No Integrated Land Use Plan in place for Ghanzi and Kgalagadi Districts</del></p> <p><del>DLUPU exist, but:</del></p> <ul style="list-style-type: none"> <li><del>• Budget in-kind (exact amounts to be</del></li> </ul>	<p><del>Situation Analysis completed as stepping stone towards two integrated District Integrated Land Use Plans for Ghanzi and Kgalagadi Districts</del></p> <p><del>DLUPU:</del></p>	<p><del>Two integrated District Integrated Land Use Plans for Ghanzi and Kgalagadi Districts developed following multi-stakeholder consultation process, and approved by district authorities</del></p>	<p><del>NRM institutions will overcome internal bureaucracies and inter-intuitional suspicions with speed;</del></p> <p><del>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</del></p>

<sup>16</sup> Potentially also the northern part of KD15

<sup>17</sup> The Ghanzi blocks are WMAs, but a Cabinet directive in 2012 recommended rezoning parts of SO2, KW6, the western section of GH10, and northern section of GH11 comprising 826,800 hectares to allow privatized fenced livestock expansion.

<sup>19</sup> An update on the assumptions here is that project interventions with communities in Sustainable Land Management, i.e. a) rangeland rehabilitation programme; b) holistic range management programme; and c) community based fire management strategies, are successful in leading to sustained changes in practices on the ground.

<sup>20</sup> See section on Justification for changes above.

<p>SLM into livelihood activities and reduces threats to wildlife from the productive landscape outside the PAs</p> <p><b>Output 3.3</b> 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</p>	<p><b>CHANGES PROPOSED to Indicator and Targets<sup>21</sup></b></p>	<p>established at inception);</p> <ul style="list-style-type: none"> <li>Representation across stakeholders—limited to one type of stakeholder (government institutions), excludes communities, academia, CSO;</li> <li>Secretariat—0 Comprises members of staff from different departments and leadership not integrated into the district commissioners office;</li> </ul>	<ul style="list-style-type: none"> <li>Budget provision increases to meet 40% of ideal budget (actual amount determined at inception);</li> <li>Representation across stakeholders—include 4 types of stakeholders (Gov, communities, academia, CSO)</li> <li>Secretariat—PMU acting as secretary and District Commissioner's office is involved in the leadership of DLUPU</li> </ul>	<p>DLUPU:<sup>22</sup></p> <ol style="list-style-type: none"> <li>Budget allocation meeting over 50% of budget needs (actual amount determined at inception)</li> <li>Membership includes 4 types CSO, communities, academia) and 4 Ministries.</li> <li>Has a standing and funded secretariat</li> </ol>	<p>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> <p>A framework can successfully be created for functionality of integrated landscape land use planning and management through the creation and adoption by the District Councils of two closely integrated District Integrated Land Use Plans (DILUPs) for Kgalagadi and Ghanzi Districts.</p> <p>The integration of the two plans will be seamless and will build on the Landscape Connectivity Analysis completed as part of the Situation Analysis.</p>
	<p><b>Indicator 13:</b> Capacity scores for NRM institutions (DWNP, DFRR, DEA)</p> <p><b>NO CHANGE</b></p>	<p>Aggregate Scores on UNDP capacity Score Card of less than 30%</p>	<p>Aggregate Scores on UNDP capacity Score Card of at least 40%</p>	<p>Aggregate Scores on UNDP capacity Score Card of at least 50%</p>	<p>The original completed Score Card used to generate the baseline value can be located and readministered with the same institutions / positions, so that mid-term values can be recorded in the June 2022 PIR</p>
<p><b>Component/ Outcome 4:</b> Gender mainstreaming, Lessons learned by the project through participatory M&amp;E are used to guide adaptive management, collate</p>	<p><b>Indicator 14:</b> % of women participating in and benefiting from the project activities</p> <p><b>NO CHANGE</b></p>	<p>To be determined at inception</p>	<p>20%</p>	<p>50%</p>	<p>Traditions and cultural values allow gender mainstreaming Lessons well synthesized and effectively shared</p>

<sup>21</sup> See section on Justification for changes above

<sup>22</sup> See section on Justification for changes above

<p>and share lessons, in support of upscaling.</p> <p><b>NO CHANGE</b></p> <p><i>Outputs contributing to Outcome 4:</i></p> <p><b>Output 4.1</b> Gender strategy developed and used to guide project implementation, monitoring and reporting</p> <p><b>Output 4.2</b> Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons</p> <p><b>Output 4.3</b> Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes</p>	<p><b>Indicator 15:</b> Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects</p> <p><b>NO CHANGE</b></p>	<p>0</p>	<p>2</p>	<p>5</p>	<p>Government of Botswana welcomes broad participation of organizations in M&amp;E activities</p> <p>Other stakeholders are interested to participate in the M&amp;E</p>
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Revised Project Results Framework post re-set – clean version

**Table 7: Revised Project Results Framework – clean version**

<p><b>This project will contribute to the following Sustainable Development Goal (s):</b> the project largely contributes to SDG 15: <i>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and biodiversity loss.</i> 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 local communities to conserve wildlife. Using a gender strategy to guide project implementation will contribute to SDG5 - <i>Achieve gender equality and empower all women and girls.</i> 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 - <i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</i> 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).</p>					
<p><b>This project will contribute to the following country outcome included in the UNDAF/Country Program Document:</b> Improved environment, natural resources, climate change governance, energy access and disaster risk management.</p>					
<p><b>This project will be linked to the following output of the UNDP Strategic Plan:</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.</p>					
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Assumptions
<p><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</p>	<p><b>Mandatory Indicator 1 (for Output 2.5):</b> Extent to which legal or policy frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems</p>	<ul style="list-style-type: none"> <li>➢ National strategy / protocol on inter-agency collaboration – 0</li> <li>➢ Inter-agency fora – 1</li> <li>➢ Joint Operations Centre (JOC) – 0</li> <li>➢ District fora – 0</li> </ul>	<ul style="list-style-type: none"> <li>5. National strategy on inter-agency collaboration – 1</li> <li>6. Inter-agency fora – 3</li> <li>7. Joint operations Centre (JOC) – 1</li> <li>8. District fora – 2</li> </ul> <p>Capacity scorecards for wildlife management institutions and law enforcement agencies over 40%</p>	<ul style="list-style-type: none"> <li>5. National strategy on inter-agency collaboration - 1</li> <li>6. inter-agency fora – 3, fully functional</li> <li>7. Joint operations Centre (JOC) – 1, fully functional</li> <li>8. District fora – 2, fully functional</li> </ul> <p>Capacity scorecards for wildlife management institutions and law enforcement agencies over 50%</p>	<p>Wildlife management institutions and law enforcement agencies can overcome internal bureaucracies and find common ground with speed.</p> <p>Ongoing review of the Wildlife Conservation and National Parks Act will align the act to the purposes of this project.</p> <p>Political will in terms of combating wildlife crime will continue during the entire project</p>

	<p><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</p>	0 (male/female)	200 (male: 100/female: 100)  800 (male: 400/female: 400)	500 (250male/ 250 female)  1500 (male: 750/female: 750)	<p>That value chains not based on wildlife consumption can be identified and quickly operationalized.</p> <p>That ecotourism ventures will be viable and truly involve local communities (in planning and execution, management and ownership of businesses);</p> <p>No major drought or climate event such as floods</p>
	<p><b>Indicator 3:</b> Rates/Levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites</p>	Annual average = 404 incidents 3. Ghanzi = 165 incidents 4. Kgalagadi = 239 incidents	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 <sup>23</sup> .
<p><b>Outcome 1:</b> Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)</p> <p><i>Outputs contributing to Outcome 1:</i></p> <p><b>Output 1.1</b> National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started</p> <p><b>Output 1.2</b> District level wildlife management and law enforcement</p>	<p><b>Indicator 4:</b> Rates of seizures and arrests, and wildlife poisonings</p>	<p>Seizures / Arrests – 65 cases per year</p> <p>Wildlife deaths from poisoning - tbd</p>	<p>Seizures / Arrests - Reduce by 40% (should increase instead by about 25% during the first 2 years or so due to improved patrol effort)</p> <p>Wildlife deaths from poisoning - Reduce by 30%</p>	<p>Seizures / Arrests - Reduce by 80%</p> <p>Wildlife deaths from poisoning - Reduce by 75%</p>	<p>Capacity of national and district 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> <p>Number of seizures and arrests may go up in the final 2 years of project implementation, following completion of the project interventions for strengthening anti-poaching efforts (as per the first two years envisaged in the mid-term target).</p>

<sup>23</sup> An update on the assumptions here is that DWNP, supported by the PMU, will: a) establish a clear definition of “incidents” for this indicator; b) determine the annual average number of incidents in the two districts for each year from 2017 to 2021 and capture this for information purposes; c) report the results in the 2022 PIR as a new benchmark at the point that the HWC is being unrolled; d) gather the data for 2022 and 2023, plot the values 2018-2023 on a graph and look for a change of trajectory post-rollout, whilst also comparing the 2023 value with both with the original baseline and the 2021 benchmark.

<p>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)</p>	<p><b>Indicator 5:</b> Coordination system in place to track successful prosecutions of wildlife cases</p>	<p>No electronic tracking system in place in DWNP for tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions) and no coordination with the Directorate of Public Prosecutions (DPP)</p>	<p>As a stepping stone towards having an electronic system in place in DWNP tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions) discussions are held with the DPP</p>	<p>A new electronic tracking system is established and operational in DWNP, tracking successful prosecutions of wildlife crime (incl. prosecutions, pending cases and convictions), based on a newly established category in DPP of “wildlife crime”</p>	<p>Discussions between DWNP and the Directorate of Public Prosecutions (DPP)<sup>24</sup> lead to the establishment of a new category of “wildlife crime” and the availability of wildlife crime statistics that are channelled to DWNP, which feeds them into a new electronic tracking system which can be used to monitor changes over time in prosecution and convictions as a percentage of arrests, and length of awaiting trial periods</p>
	<p><b>Indicator 6:</b> Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)</p>	<p>28%</p>	<p>40%</p>	<p>50%</p>	<p>The original completed Score Card used to generate the baseline value can be located and rapidly readministered with the same institutions / positions, so that mid-term values can be recorded in the June 2022 PIR</p>
	<p><b>Indicator 7:</b> Number of value chains and ecotourism ventures operationalized</p>	<p>0</p>	<p>At least 2</p>	<p>4</p>	<p>Increased returns from CBNRM and value chains<sup>25</sup> will overcome the current animosity towards wildlife and community perception that the government is prioritizing wildlife conservation and beef industry over their livelihood needs.</p>
<p><b>Indicator 8:</b> Percentage increase in incomes derived from ecotourism and value chains</p>	<p>Minimal – to be confirmed during inception</p>	<p>10 % increase over baseline in incomes from CBNRM (40% of beneficiaries are women)</p>	<p>25 % increase over baseline household incomes from CBNRM</p>		
<p><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</p>					

<sup>24</sup> The DPP falls under the Attorney General’s Chambers under the Ministry of Defence, Justice and Security (which also has the following Departments: Botswana Defence Force, Botswana Police Service, Department of Prisons and Rehabilitation, Administration of Justice).

<sup>25</sup> An update on the assumptions is that LEA can develop a household income survey tool and administer it with all households participating in and benefitting from the project-supported business and livelihood opportunities, and will establish a baseline for inclusion in the 2022 PIR, and track progress by the end of the project, as well as post-project.

<p><i>Outputs contributing to Outcome 2:</i></p> <p><b>Output 2.1</b> At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities</p> <p><b>Output 2.2</b> 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.</p>	<p><b>Indicator 9:</b> Number of CSO, community and academia members actively engaged in wildlife crime monitoring and mitigating human wildlife conflict</p>	<p>Minimal (confirmed at inception)</p>	<p>At least 60 (equal numbers of male and female)</p>	<p>At least 200 (equal numbers of male and female)</p>	<p>Communities appreciate the importance of their participation in wildlife management and monitoring and reporting of wildlife crime</p> <p>Multi-stakeholder forums bring together CSOs, communities and academia on a regular basis to reduce human wildlife conflict and strengthen community support to monitoring of wildlife crime</p>
<p><b>Outcome 3:</b> 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><i>Outputs contributing to Outcome 3:</i></p>	<p><b>Indicator 10:</b> Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KDI, <sup>26</sup>, GH 10, I I<sup>27</sup>)</p>	<p>0 (WMA boundaries have been approved but formal gazettement process has not begun)</p>	<p>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><sup>28</sup>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>

<sup>26</sup> Potentially also the northern part of KDI 5

<sup>27</sup> The Ghanzi blocks are WMAs, but a Cabinet directive in 2012 recommended rezoning parts of SO2, KW6, the western section of GH10, and northern section of GH11 comprising 826,800 hectares to allow privatized fenced livestock expansion.

<sup>28</sup> An update on the assumptions here is that although the mid-term target has not been met, rapid progress will be made in the last 2,5 years of implementation, with two seamlessly integrated District Integrated Land Use Plans timeously completed and approved (based on the situation and landscape connectivity analyses), as the basis for the WMA gazettement and WMA management plans, enabling the management of 500,000 hectares as an effective wildlife corridor linking KTP and CKGR.

<p><b>Output 3.1</b> Two fully integrated District Integrated Land Use Plans prepared, with well capacitated DLUPUs, leading to approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH10/GH11)</p> <p><b>Output 3.2</b> 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 and community-based fire management). This integrates SLM into livelihood activities and reduces threats to wildlife from the productive landscape outside the PAs</p>	<p><b>Indicator 11:</b> Area of community lands integrating SLM practices</p>	0 (to be confirmed at inception)	30,000 hectares	100,000 hectares	<p><sup>29</sup>No bureaucratic delays to project start up; no unusual climate event (drought, floods)</p>
	<p><b>Indicator 12:</b> Existence of functional integrated landscape land use planning and management framework in project districts</p>	No Integrated Land Use Plan in place for Ghanzi and Kgalagadi Districts	Situation Analysis completed as stepping stone towards two integrated District Integrated Land Use Plans for Ghanzi and Kgalagadi Districts	Two integrated District Integrated Land Use Plans for Ghanzi and Kgalagadi Districts developed following multi-stakeholder consultation process, and approved by district authorities	<p>A framework can successfully be created for functionality of integrated landscape land use planning and management through the creation and adoption by the District Councils of two closely integrated District Integrated Land Use Plans (DILUPs) for Kgalagadi and Ghanzi Districts.</p> <p>The integration of the two plans will be seamless and will build on the Landscape Connectivity Analysis completed as part of the Situation Analysis.</p>
	<p><b>Indicator 13:</b> Capacity scores for NRM institutions (DWNP, DFRR, DEA)</p>	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%	<p>The original completed Score Card used to generate the baseline value can be located and readministered with the same institutions / positions, so that mid-term values can be recorded in the June 2022 PIR</p>
<p><b>Component/ Outcome 4:</b> Gender mainstreaming, Lessons learned by the project through participatory M&amp;E are used to guide adaptive management, collate and share lessons, in support of upscaling.</p> <p>Outputs contributing to Outcome 4:</p>	<p><b>Indicator 14:</b> % of women participating in and benefiting from the project activities</p>	To be determined at inception	20%	50%	<p>Traditions and cultural values allow gender mainstreaming Lessons well synthesized and effectively shared</p>
	<p><b>Indicator 15:</b> Number of the project lessons used in development and implementation of other IWT and landscape</p>	0	2	5	<p>Government of Botswana welcomes broad participation of organizations in M&amp;E activities Other stakeholders are interested to participate in the M&amp;E</p>

<sup>29</sup> An update on the assumptions here is that project interventions with communities in Sustainable Land Management, i.e. a) rangeland rehabilitation programme; b) holistic range management programme; and c) community based fire management strategies, are successful in leading to sustained changes in practices on the ground.

<p><b>Output 4.1</b> Gender strategy developed and used to guide project implementation, monitoring and reporting</p> <p><b>Output 4.2</b> Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons</p> <p><b>Output 4.3</b> Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes</p>	<p>management and conservation projects</p>				
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## VI. STOCKTAKE FOR RE-SETTING ACTIVITIES

This section takes stock of each of the Project Outputs, considering the original activities that were identified in the Project Document as contributing to the Outputs, whose results in turn would contribute to achieving the three major Outcomes, as demonstrated by the Outcome Indicators. The section draws on the Mid Term Review, the 2021 Project Implementation Report, the discussions held at the Technical Reference Group (TRG) Planning Workshop held in Gaborone in late February, and a series of meetings with the Directors of the key government agencies, to build up a picture of what been done so far, with what results. For each Output, consideration is then given to the activities that should still be carried out in order to contribute to the desired outcomes, drawing on the discussions in the TRG Planning Workshop and the 2021 Annual Work Plan (which was developed but not fully implemented, since the project activities were paused in mid-2021).

The sections on “What still needs to be done in Output X to contribute to achieving Outcome X” were further refined at the TRG Review Workshop in Ghanzi, and were used by the PMU to inform the development of a revised Total Budget and Workplan for 2022-2024, with a draft of the 2022 Annual Workplan attached as Annex 3, to be finalized by the PMU during April 2022.

<b>ProDoc Output 1.1 with original indicative activities</b>
<p><b>Output 1.1</b> National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started</p> <p>1.1.1 Finalize the national collaboration strategy and review/revise laws to enable its implementation</p> <p>1.1.2 Establish six District Intelligence Diffusion Centres (IDCs) to support and feed into the Joint Operations Centre (Maun, Francis Town, Kasane, Ghanzi, Kgalagadi and an adhoc location) and provide resources to operationalize the IDCs</p> <p>1.1.3 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</p>
<b>What has been done so far in Output 1.1...</b>
<ul style="list-style-type: none"> <li>• A draft of the revised National Anti Poaching Strategy was completed by the consultant (including clarifying mandates for improved inter-agency cooperation). DWNP have identified gaps in the Strategy in relation to human rights issues, which will be addressed. No legal changes are envisaged.</li> <li>• A law enforcement agency Capacity Needs Assessment<sup>30</sup> was completed, covering human resources and skills gaps, as well as equipment needs, feeding into the purchase of equipment and design of training interventions (See Output 1.2).</li> </ul>

<sup>30</sup> The main recommendations of the CNA include: i) the Botswana Wildlife Training Institute (BWTI) becoming semi-autonomous from the Department of Wildlife and National Parks (DWNP) to improve its cost effectiveness; ii) reviewing and improving BWTI's curricula and training programmes; iii) upgrading BWTI's equipment (e.g., ICT, vehicles); iv) restructuring DWNP as a stand-alone para-military entity; v) upgrading relevant law enforcement infrastructure and equipment at the district and national levels; vi) establishing a Rapid Reaction Force (DWNP and Police); vii) a complete overhaul of DWNP's air wing, with aerial support instead provided by BDF and BPS; viii) renew constitutions of relevant community trusts; ix) strengthen awareness-raising activities of wildlife crime and community involvement in its prevention; x) establishment of JOC in Gaborone; xi) establishment of IDCs in Gantsi Township, Kang and Tsabong; and xii) NAPCC to establish a training platform for intelligence officers and investigation units. Some of these are addressed in the NAPS.

- DWNP established the National Anti-Poaching Committee (NAC), which reports to the National Anti-Poaching Executive Committee (NAPEC) at headquarters in Gaborone, and meets fortnightly to share intelligence information on anti-poaching and illegal wildlife trading - including DWNP, BDF, DIS, BPS.
- Three district sub-committees of the NAC were established in Chobe (Kasane), Ngamiland (Maun) and Central district with the fourth one to be established in Kgalagadi (Kang) in 2022, as the basis for District Intelligence Diffusion Centres (IDCs).
- All the computers and servers required for establishment of the JOC and three IDCs were procured and delivered, but are not yet operational through a live online communications and data management platform.
- A UNDP Capacity Scorecard was developed but there is still a lack of clarity on how it was administered at inception to achieve the baseline score, and a mid-point value is still required.
- Data on poaching incidents and arrests is recorded by DWNP at District level in MS Word format, with no central collation or digitization. Data from the criminal justice system (prosecutions, periods awaiting trial, convictions) is currently not accessed since it falls under the Ministry of Defence, Justice and Security which has no special system for tracking poaching-related crimes.
- Botswana remains committed to the South African Development Community's (SADC) Law Enforcement and Anti-poaching Strategy, and (not resourced through the KGDEP project) entered into a new collaboration in August 2020 between the five Partner States of the Kavango Zambezi (KAZA) Transfrontier Conservation Area (Angola, Botswana, Namibia, Zambia and Zimbabwe) for Combating Natural Resource Trafficking, developing Standard Operating Procedures and an accredited training curriculum for customs and other law enforcement officials.

#### **What still needs to be done in Output 1.1 to contribute to achieving Outcome 1**

*These activities to be carried out by DWNP, with support from MENT-DEA/UNDP and the PMU as required.*

- Hold call with the UNDP Safeguards Experts to provide input to DWNP on ensuring that all safeguards and human rights issues are adequately addressed in the final draft of the National Anti-Poaching Strategy (UNDP to provide guidance on the safeguards issue)
- Hold meeting with officials from the Directorate of Public Prosecutions (DPP)<sup>31</sup> to begin discussions leading to establishment of a collaboration on wildlife related cases
- Develop a data management system for DWNP, that will facilitate the tracking of prosecutions, convictions, and periods awaiting trial
- Organize a multi-agency workshop to finalize and validate the National Anti-Poaching Strategy
- Print and disseminate copies of the Strategy and organize a national anti-poaching strategy launch with media coverage
- Hold District-level roll-out sessions to introduce the strategy

<sup>31</sup> The DPP falls under the Attorney General's Chambers under the Ministry of Defence, Justice and Security (which also has the following Departments: Botswana Defence Force, Botswana Police Service, Department of Prisons and Rehabilitation, Administration of Justice)

- Procure the services of an expert to facilitate the operationalization and functionality of the Joint Operations Centre (JOC) (supplies and customizes secure software to set up a platform for intelligence gathering and data management, trains officials in the IDCs to feed data into the platform, puts cyber-security measures in place, and takes the platform live)
- Support the Management Oriented Monitoring System (MOMS) and anti-poaching help desk to collect and collate information on HWC and law enforcement

#### ProDoc Output 1.2 with original indicative activities

**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)

- 1.2.1 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
- 1.2.2 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 1.2.3 Cordon fence and sporadic vehicle checkpoint close to the Lone tree Anti-Poaching Camp
- 1.2.4. Capacitate the Narcotics, Fauna and Flora unit of the Botswana Police Services, and the DWNP staff who support the unit ( personnel, focused and customized training on wildlife investigations as well as associated resources such as vehicles and camping equipment, required for effective performance)

#### What has been done so far in Output 1.2...

- A comprehensive list of equipment and specifications has been prepared, based on the law enforcement agency Capacity Needs Assessment, covering equipment for Forward Operating Bases, for patrolling and investigating (e.g. drones, GPS devices, cameras, equipment for roadblocks, investigation kits, camping equipment, trailers with solar lighting), but purchases were not made as project activities were paused.
- An Environmental Compliance Training course was delivered to officials implementing environmental legislation and law enforcement agencies, and forensic/evidence preservation training for law enforcement agencies [?]

#### What still needs to be done in Output 1.2 to contribute to achieving Outcome 1

*These activities to be carried out by DWNP, with support from MENT-DEA/UNDP and the PMU as required.*

- Revisit the equipment list and confirm quantities required to operationalize 4 FOB's, and finalize the procurement as outlined below
- Make purchases of: i) operational equipment for the Forward Operating Bases, including field patrols and investigations, ii) investigation and intelligence gathering audiovisual equipment and goods for DWNP at Ghanzi and NFFI at Jwaneng, iii) equipment for roadblocks, iv) materials and goods for camping on patrol and at roadblocks; and v) solar-powered generators and mobile lighting for crime scene investigation and enforcement operations; DWNP to take delivery of all of above, install, and train on operations and maintenance
- Procure services of a local company to conduct a Public Relations training course for law enforcement agencies, in each of the 4 IDCs / district sub-committees of the NAC, to sensitize personnel on handling engagements with communities, reducing hostilities and ensuring human rights

- Run three district-level training courses in each of the 4 IDCs / district sub-committees of the NAC, using in-house trainers (using services of other law enforcement agencies), on i) Advanced Tracking Skills, ii) Advanced Wildlife Crime Intelligence Management Skills, and iii) Advanced Investigation Skills
- Procure services of local company to produce print and video materials, potentially for DWNP’s Community Based Resilience Assessment (CoBRA) campaign and Botswana Police Service (BPS)’s Clean Up campaign, to be adjusted following reassessment of public awareness priorities based on the NAPS and the HWCS (noting that BPS already has a running program (itshireletse) which could be taken advantage of)

**ProDoc Output 2.1 with original indicative activities**

**Output 2.1** At least 4 value chains and 3 ecotourism businesses established to increase financial benefits from biodiversity conservation for local communities

2.1.1 Undertake value chain analysis and economic/financial feasibility studies to identify at least 4 value chains and 3 ecotourism businesses

2.1.2 Identify and implement systems to facilitate business start-ups

**What has been done so far in Output 2.1...**

- A value chains study was carried out, which identified 10 potential value chain and ecotourism ventures and developed business plans for them. A later analysis by the Chief Technical Advisor found that some of the proposed enterprises might pose significant risks without contributing directly to the project logic, particularly in the absence of a land use plan – e.g. sinking boreholes for agriculture. A decision was also taken by the TRG and PSC not to pursue the idea of community-run game farms in GH10 and GH11 because of the expense and complexity of establishing such operations.
- Two rounds of consultation were undertaken with the six community Trusts, leading the development of a list of preferred livelihoods / business interventions; a subsequent analysis by the Chief Technical Advisor of the links of these livelihoods to the project logic proposed that four interventions be prioritized, and these were highlighted in the MTR and management response:
  - “Establishing veld product/crafts centre south of the village of Kacgae
  - Conducting camel-back patrols of WMAs to collect data on wildlife populations, poaching activities, rangeland management and problem animals<sup>32</sup>
  - Implementing performance-based payments for adhering to agreed local land use plans
  - Developing self-drive wilderness ecotourism trails”.
- A charcoal production facility was established with the Boravast Trust, with project funds and LEA co-finance used to purchase equipment to clear *Prosopis spp.* encroacher bush (improving access for grazing, with DFRR support) chop it into pieces and turn it into charcoal using an low-emission kiln.

<sup>32</sup> Camelback patrols is the only one of the four livelihoods activities recommended by the CTA and MTR that was not proposed in the consultant’s Draft Reset Report for taking forward in the work packages with Responsible Parties. The reason is that during engagement with stakeholders and the TRG, many concerns were raised about safeguards risks involved with camelback monitoring. Following group-work at the Ghanzi workshop, the self-drive trails and conservation performance payments were also not supported by the Technical Reference Group.

- 15 community members from the four villages of the Boravast Trust were trained on branding, grading and packaging of charcoal, and a buyer contract was signed with Choppies chain of food stores.
- Charcoal production commenced in July 2020 and is currently operational, though there have been challenges ensuring a steady workforce without an established cashflow from which to pay wages; LEA have temporarily subsidized wages and hired a manager
- A fodder production facility was also set up with project funds and LEA co-finance used to purchase equipment to process the leaves and pods of the cleared *Prosopis spp.* encroacher bush for sale as livestock fodder
- Initial training was provided to Boravast community members by BUAN on fodder production, though it does not appear that follow-up advice was provided, that the facility is currently operational, or that buyers have yet been found.

### What still needs to be done in Output 2.1 to contribute to achieving Outcome 2

*These activities are proposed to be carried out by BTO and three firms/ NGOs as Responsible Parties.*

- Undertake one livelihoods intervention for each of the six Community Trusts<sup>33</sup>. This means that at least one village in each block will benefit directly from livelihood activities. These TRG proposals are based on previous stakeholder consultations, business plans and feasibility studies completed, and the desire to undertake activities with a reasonable chance of success in the remaining project implementation period, that are linked to the project logic.

Responsible Party	Output	Work Package	WMA Block	Trust/s	Village/s	Technical Guidance
Firm/NGO	2.1	Establishment of highway craft centre with refurbished supply centres in GH 10 villages and buyer networks	GH10	Xwiskurusa Community Trust	Kac/gae, East Hanahai, West Hanahai	DWNP with LEA
BTO	2.1	Pan campsite expansion to enable ecotourism and conservation work of Ngwatle community	KD1	Nqwaa Khobe Yeya Trust	Ngwatle	BTO with LEA
Firm/NGO	2.1	Veld product centre in Bere for processing of sustainably harvested and/or cultivated Devil's Claw and other medicinal plants	GH11	Au <u>Shee Xha</u> , Ulu Trust	Bere	DFRR with LEA
BTO	2.1	Expansion of Khawa village campsite in support of community incomes from related ecotourism initiatives	KD15	Khawa <u>Kopanelo</u> Development Trust	Khawa	BTO with LEA
DEA (supported by PMU)	2.1	Sustainable expansion of salt production from Zutshwa pan with extracted brackish groundwater (a common property natural resource with measurable value to the community - CBNRM Policy)	KD2	<u>Qhaa Qhing</u> Conservation Trust	Zutshwa	DEA with LEA
DFRR (supported by PMU)	3.2	Strengthening of Boravast charcoal and fodder businesses and value chains to enhance ecological and business sustainability	BV	Boravast Trust	Bokspits, <u>Rappelspan</u> , <u>Vaalhoek</u> and <u>Struizendam</u>	DFRR with LEA

- Concept notes have been developed for the four new livelihoods activities and are contained in Section VII, each one with a work package in support of the community, to be undertaken by a business or NGO, to be appointed in terms of an agreement with MENT and UNDP as a Responsible Party (or by BTO in the case of the tourism facilities).

<sup>33</sup> Five of the livelihoods support activities are budgeted for under Output 2.1. The two Boravast Trust livelihoods activities are budgeted for under Output 3.2, since the raw material for the businesses is derived from the clearing of encroacher bush, which is being cleared to enhance rangeland productivity.

<ul style="list-style-type: none"> <li>➤ Establishment of highway craft centre with refurbished supply centres in GH 10 villages and buyer networks</li> <li>➤ Pan campsite expansion to enable ecotourism and conservation work of Ngwatle community</li> <li>➤ Veld products centre in Bere for processing of sustainably harvested and/or cultivated Devil's Claw and other medicinal plants</li> <li>➤ Expansion of Khawa village campsite in support of community incomes from related ecotourism initiatives</li> </ul> <ul style="list-style-type: none"> <li>• Support sustainable expansion of salt production from Zutshwa pan with extracted brackish groundwater (a common property natural resource with measurable value to the community in terms of Botswana's CBNRM policy) – including overseeing works to expand the pans, and testing of the quantity and quality of water supply from the existing borehole, complying with any necessary environmental legislation</li> <li>• Strengthen Boravast charcoal and fodder businesses and value chains through training and equipment supply, as well as necessary resource studies, to enhance ecological and business sustainability by project end</li> <li>• Organize general small business training for all six Trusts through LEA's SMME development programme, subsidized through the project, with input from District Development Officers – through which communities can put in place building blocks for longer term initiatives such as game farms.</li> <li>• Hire a company / NGO to undertake governance training for all the community Trusts and village governance structures in the six project sites, to promote organizational, business and negotiation skills, and support participatory planning for land use and conservation</li> </ul>
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**ProDoc Output 2.2 with original indicative activities**

**Output 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

2.2.1 Capacitate the Environmental/Conservation Education department of DWNP to resuscitate their public education - and to design and implement 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

2.2.2. Facilitate formation and operationalization of a local level multi stakeholder forum on biodiversity management and conservation, including community policing/rangers

2.2.3. Implement locally relevant strategies for reducing Human-Wildlife Conflict

**What has been done so far in Output 2.2...**

- Data on problem causing animals and HWC incidents are tracked by DWNP in the districts, and entered into the Management Oriented Monitoring System (MOMS), and DWNP co-finance was used to purchase tablets for officers to enter data online [?], but no figures have been extracted for the project landscapes and period.
- A Human Wildlife Conflict strategy for Kgalagadi and Ghanzi Districts, with the goal “To reduce human wildlife conflict: a reduction in livestock loss, crop and infrastructure damage and wildlife persecution to enable coexistence”, including an implementation and action plan, was completed by consultants, with inputs from six target communities (Bere and New Xade in Ghanzi; Struizendam, Monong, Zutshwa and Khawa in Kgalagadi).

- Four multi-stakeholder forums were held, involving communities, academics and NGOs, one each in Ghanzi, Tsabong, Hukuntsi and Kang, with a focus on unpacking human-wildlife conflict and biodiversity conservation from stakeholders' perspective, intended to be regular but paused when project activities were paused.
- Information kits and posters on how to avoid and mitigate human-wildlife conflict were produced and distributed to schools in the two Districts.
- Specifications for HWC materials were drafted and submitted.

**What still needs to be done in Output 2.2 to contribute to achieving Outcome 2**

*These activities to be carried out by DWNP, with support from MENT-DEA/UNDP and the PMU as required.*

- Hold launch and undertake roll-out of the Human Wildlife Conflict strategy for Kgalagadi and Ghanzi Districts
- Print and disseminate copies of the Strategy and public awareness materials to stakeholders
- Utilize DWNP Data Working Group to: a) determine the annual average number of incidents in the two districts for each year 2018-2021 and capture this for information purposes; b) report the results in the 2022 PIR as a new benchmark at the point that the HWC is being unrolled; c) gather the data for 2022 and 2023, plot the values 2018-2023 on a graph and look for a change of trajectory post-rollout, whilst also comparing the 2023 value with both the original baseline and the 2021 benchmark
- Procure services of local company to produce public awareness materials (printed and video) for implementation of HWC Strategy across the two Districts
- Revive Multi-stakeholder Forum for implementing the HWC Strategy and supporting authorities in monitoring wildlife crime to meet at least once a year (three times before project end), in Ghanzi, Tsabong, Hukuntsi
- Draw up specifications and budget for a technical support package for working with communities to implement HWC mitigation measures in 6 target villages, to be undertaken by a business or NGO, to be appointed in terms of an agreement with MENT and UNDP as a Responsible Party
- Put out Request for Proposals (RFP) through an open quality-based fixed-budget competitive process to select a Responsible Party to undertake this work package; DWNP to evaluate technical proposals and select the successful business / NGO

Responsible Party	Output	Work Package	WMA Block	Trust/s	Village/s	Technical Guidance
No. 6	2.2	Human wildlife conflict mitigation in six conflict hotspot villages	Ghanzi District		New Xade	DWNP
			GH11	Au Shee Xha, Ulu Trust	Bere	
			BV	Boravast Trust	Struizendam	
			Kgalagadi District		Monong	
			KD2	Qhaa Qhing Conservation Trust	Zutshwa	
			KD15	Khawa Kopanelo Development Trust	Khawa	

- Include in specifications for the responsible party (HWC technical support package) the consultation of six target village communities on selection of measures addressing the five key objectives, including identifying risks and measures to mitigate these:  
*Objective 1: Improve wildlife and HWC monitoring*  
*Objective 2: Improve HWC response and support*  
*Objective 3: Improve agricultural management to reduce damage from wildlife*

*Objective 4: Increase benefits from living with wildlife*

*Objective 5: Improve policy development and land use planning*

- Include also in specifications the facilitation by the Responsible Party of site-specific mitigation interventions selected with communities (e.g. construction of traps for damage-causing animals to be relocated (by DWNP), breeding and training of guard dogs for livestock, construction and maintenance of predator-proof fencing for kraals, installation of light and sound devices to drive away predators), including liaison with DWNP for technical guidance and provision of infrastructure and equipment as needed, ensuring compliance with necessary permissions, regulations and standards, putting in place plans for operations and maintenance post-project, cooperating with the Technical Advisory Committees where relevant, and writing up lessons learnt.
- Include also in specifications support by the Responsible Party to DWNP to run district-level training courses with community escort guides on HWC monitoring processes using the Management Oriented Monitoring System (MOMS), and to procure equipment for monitoring and capturing of HWC data by community escort guides
- Conclude Letter of Agreement between MENT, UNDP and selected company / organization outlining the full scope of work, deliverables, timelines and budgets
- Oversee the Responsible Parties to carry out the work for HWC technical support packages in line with the safeguards established, and paid on the basis of deliverables satisfactorily achieved
- Revisit the HWC wish list and finalise the procurement of the materials, taking into consideration the recommendations from the HWC strategy.

#### **ProDoc Output 3.1 with original indicative activities**

**Output 3.1** Two fully integrated District Integrated Land Use Plans prepared, with well capacitated DLUPUs, leading to approximately 500,000 ha of conservation area recognized as WMAs protecting wildlife migratory corridors and managed in line with biodiversity conservation principles (KD1/KD2 and GH11)

3.1.1 Facilitate development of one overall Integrated Landscape Management Plan for the areas within and connecting WMAs covering about 0.5 million hectares

3.1.2. Support preparation of gazettelement of WMAs

3.1.3. Develop/revise and implement WMA management plans covering relevant sections of KD1, 2 and GH 10 and 11

3.1.4. Develop and use a Land Use Conflict Identification System (LUCIS) and integrated into the Land Boards systems

#### **What has been done so far in Output 3.1...**

- The Project Document originally envisaged an Integrated Land Use Management Plan (ILUMP) for a planning domain encompassing just the project landscapes in the WMAs (0.5 million hectares). Subsequently there was discussion about the hierarchy of plans that Botswana needs to prepare in terms of the Town and Country Planning Act of 2013, and consideration was given to developing a Plan that would be more useful, by following administrative boundaries and covering the entire Kgalagadi and Ghanzi Districts which total approximately 22 million hectares and include communal areas.
- As part of the preliminary preparations for the plan development, the project facilitated training of 20 (9 female; 11 male) Districts' technical officers in the KGDEP Technical

Reference Group (TRG) on Land Use Conflict Identification System (LUCIS); - a tool which will contribute to the identification of appropriate wildlife corridor areas during the development of the ILMP.

- In late 2020, UNDP, guided by MENT-DEA, concluded a Memorandum of Understanding with the Ministry of Land Management Water and Sanitation Service (MLWS) and its Department of Town and Country Planning (DTCP) for the development of the ILUMP, aiming to foster government ownership and building capacity of government technical officers and other stakeholders for long-term sustainability of the plan and its implementation.
- The development of the plan is undertaken through a project working group led by DTCP assisted by DEA, working closely with the Project Manager, with selected experts from other departments. A draft implementation workplan was drawn up, supported initially by the Chief Technical Advisor (CTA), and teams were established to draft sectoral chapters of a multi-faceted Situation Analysis to understand the many interacting and sometimes competing land uses, covering the whole of Ghanzi District, and the whole of Kgalagadi District.
- A landscape connectivity analysis consultant was engaged in early 2021 and has produced a report on the first of two work phases, providing a spatial definition of the multi-species wildlife habitat core areas in the Kgalagadi landscape and connectivity as key information to feed into spatial planning processes (to enable maximized productivity of the drylands ecosystem, seasonal wildlife movements and gene flow).
- Following discussion held with DTCP in the re-set process<sup>34</sup>, DTCP has produced a position paper which motivates for preparation of ILUMP as two separate plans; being Kgalagadi District Integrated Land Use Plan and Ghanzi District Integrated Land Use Plan, but the two plans integrated to match up seamlessly across the district boundary and allow for connectivity. This will not require the Minister to appoint a Regional Planning Advisory Committee as the plans will be done for each district. Also, it will be easy to carry out the consultations as each district structures will be consulted separately. Finally, engagement of technical officers will be easy as they will be concentrating only on their specific district.
- DTCP's position paper also sets out the need for equipment (including digital cameras, laptops and GPS devices); software purchase, installation and training; support for workshops and travel during plan consultations, and as well as consultancy services by a professional land use planner.

#### **What still needs to be done in Output 3.1 to contribute to achieving Outcome 3**

*These activities to be carried out by DTCP, with support from MENT-DEA/UNDP and the PMU as required.*

- Review and validate the draft phase 1 Landscape Connectivity Analysis report
- Infuse the approved phase 1 report into the final Situational Analysis Report
- Review and validate the draft phase 2 Landscape Connectivity Analysis report
- Infuse the approved phase 2 report into the final Situational Analysis Report
- Separate the existing desktop study for Kgalagadi and Ghanzi districts in preparation for preparing two fully integrated district plans
- Review the skills inventory and needs assessments in the two districts
- Appoint project desk officers at district level, coordinated by DTCP and DEA-HQ
- Conduct stakeholder consultation and site visits for purposes of data collection

<sup>34</sup> Discussion with Acting Director Mr Kebonyemodisa Ooke and senior management team

- Finalize the situational analysis report/report of survey, incorporating the landscape connectivity analysis
- Procure additional equipment (including digital cameras, laptops and GPS devices) and software for national and District-level (LUCIS, AutoCAD, Model Maker, Micro Station Bentley Map, ArcGIS Infomate) needs
- **Capacitate District Land Use Planning Units (DLUPUs)** and stakeholders on relevant software
- Generate the draft District Integrated Land Use Plan for each district, with its recommendations for land use zoning
- Conduct consultation with communities and district structures to validate the recommendations in the integrated draft plans
- Facilitate peer review by academics to validate and iron out the draft plans
- Submit each district plan for approval by the Physical Planning Committee under the District Councils (assuming that the whole Kgalagadi district will have been declared a planning area)
- Publish two integrated plans and allow for public scrutiny
- Secure Minister’s approval and gazettelement (with DWNP as custodian issuing gazettelement notices)
- Procure the services of a local planning firm (likely through a Request for Quotations process, i.e. technical and financial proposal), which provides a package of support services to the development of the two integrated plans – the Kgalagadi District Integrated Land Use Plan and the Ghanzi District Integrated Land Use Plan (ILUP), building on the Situation Analysis and the Landscape Connectivity Analysis, also covering gazettelement of WMAs and WMA Management Plans
- Include in specifications for package of support services: i) advice on equipment and software purchases; ii) customizing software for DTCP **and DLUPUs’ needs**; iii) installation of and training on new hardware and software in DTCP and Districts; iv) preparing GIS shape files with key parameters highlighted, e.g. boundaries of Parks / WMAs / communal lands, villages, roads, cattle posts; v) drafting, with DTCP, first, second and final spatial plans at a scale of 1:30,000 for both districts with land use zoning and management guidelines; vi) producing hard copy A0 printouts of map sections for consultations; vii) **support to DLUPUs on capacity development and consultation process with all stakeholders in the two Districts**; viii) support on engaging Project Steering Committee on issues around gazettelement and de-proclamation of WMAs, and process to seek high-level political guidance on policy issues affecting land use trade-offs; ix) support to finalize two integrated DILUP plans (maps with zones and management guidelines; x) support to prepare documentation for the Physical Planning Committee of each District Councils for approval of final DILUPs and agree on process for implementation and updating; xi) support to prepare documentation for gazettelement of WMAs based on integrated DILUPs; xii) **support to District Councils, DLUPUs**, trusts and communities to prepare a new Management Plan for each of the WMAs in the project landscapes (GH10, GH11, KD1, KD2, KD15), based on the integrated DILUPs

### ProDoc Output 3.2 with original indicative activities

**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

3.2.1 Develop and implement a rangeland rehabilitation program (including bush control, rehabilitation of degraded pasture), linking bush clearance will be linked to income generating activities

- 3.2.2. Develop and implement a holistic range management program
- 3.2.3. Develop and implement community based adaptation strategies for 10 villages, including climate smart agriculture
- 3.2.4. Develop and implement community based fire management strategies for 10 villages, linking implementation to existing national and international environment funds

**What has been done so far in Output 3.2...**

- This output envisages activities in four categories of Sustainable Land Management: a) rangeland rehabilitation programme (including bush control, rehabilitation of degraded pasture), linked to income generating activities; b) a holistic range management programme; c) community based adaptation to climate change, including climate smart agriculture; and d) community based fire management strategies. These interventions are vital in terms of the project logic, especially a, b and d, in enhancing grazing productivity and reducing pressure for new cattle posts and ever-widening areas of livestock grazing.
- Some limited work has been carried out in the Boravast Trust communal lands, guided by DFRR and with support from LEA and the PMU, in (a) rangeland rehabilitation, though this has been focused on clearing of *Prosopis spp.* and other encroacher bush species for their use in charcoal and fodder-producing operations, rather than multi-phased multi-intervention rehabilitation that tracks changes in veld condition, and the area cleared does not seem to have been recorded
- Activities in (b) holistic rangeland management have focused on awareness-raising, outreach and training, including a Holistic Livestock and Land Management (HLM) learning exchange to Zimbabwe in 2019, with 10 champion farmers and 2 technical officers.
- As a follow up to the Zimbabwe trip, the Ministry of Agriculture office in Ghanzi, supported by the PMU, organized an open day at Brahman Farm, where 75 local farmers were invited to have first-hand experience on how HSLM practices are being adopted in Botswana. This was intended as the start of a collaborative outreach programme. The project had planned to train more farmers across the two districts and also engaged a local entity, the Botswana Institute of Technology Research and Innovation (BITRI) to train communities/farmers on (c) climate smart agriculture (CSA), with the Ministry of Agriculture, but no activities were carried out because of the COVID-19 pandemic.
- Training on (d) community-based bushfire management has been undertaken by DFRR, supported by the PMU, with 31 community members from Kgalagadi North (Ngwatle in KD1 and Zutshwa in KD2), and later in 48 people in four further villages in Kgalagadi South, focused on monitoring and reporting to District government on veldfires and fires started by poachers to flush out wildlife. All Ghanzi communities have been trained except Qabo and Dekar, and equipment bought for villages within GH10 and 11.
- Following the training, the Zutshwa Firefighting Volunteers' Team and Xoma xaa Firefighting Volunteers Team for Ngwatle were formed, and some firefighting equipment was provided. The PIR reported that over 30,000 hectares is currently under surveillance as a result of these teams' work, but there have also been challenges with availability of person-power and protective gear.
- A Bushfire Risk Management Plan for Kgalagadi District was developed, and equipment was procured to support its implementation. The equipment will be handed to 4 communities in Kgalagadi District (3 in Kgalagadi North and 1 in Kgalagadi South) to help with fire management particularly in the communal areas. The two other villages are still to receive equipment.

**What still needs to be done in Output 3.2 to contribute to achieving Outcome 3**

*These activities to be carried out by DFRR, with MoA-DAP), and with support from MENT-DEA/UNDP and the PMU as required.*

Responsible Party	Output	Work Package	WMA Block	Trust/s	Village/s	Technical Guidance
No RP, Work by DFRR staff	3.2	Holistic rangeland management for enhanced productivity in grazing lands surrounding four target villages	GH10	Xwiskurusa Community Trust	E Hanahai, W Hanahai	DFRR
			KD1	Nqwaa Khobe Yeya Trust	Ukhwi	
			KD2	Qhaa Qhing Conservation Trust	Zutshwa	
		Community bushfire management equipment and training in Kgalagadi villages in target blocks (Ghanzi completed)	KD1	Nqwaa Khobe Yeya Trust	Ngwatle, Ncaang, Ukhwi	
			KD2	Qhaa Qhing Conservation Trust	Zutshwa	
			KD15	Khawa Kopanelo Development Trust	Khawa	

- A. Rangeland rehabilitation programme (including bush control, rehabilitation of degraded pasture), linked to income generating activities
- Support BORAVAST Trust on final branded packaging of charcoal and fodder produced, and set up transport arrangements with Choppies
  - Measure area cleared of prosopis in Kgalagadi South (BORAVAST) region, and set up system to continue measuring and feeding data into DFRR and project M&E
  - Introduce palatable grass species to cleared areas through reseeding
- B. Holistic range management (HRM)
- Conduct community consultations on HRM to raise awareness on benefits and select farmers to train in Kgalagadi - Ukhwi and Zutshwa
  - Train farmers from the selected villages East and West Hanahai, Ukhwi and Zutshwa on HRM - 10 per village, based on existing training plan
  - Develop individual grazing plans with trained farmers areas, and monitor their implementation by farmers
  - Carry out range assessment in areas of focus around 4 villages to determine prevalent species/carrying capacity/encroacher species
  - Engage a company or CBO to carry out clearing work on encroaching woody plant species in the areas, including ranches and communal areas
  - Purchase equipment and seeds, and carry out reseeding of cleared areas with palatable grass species
  - Conduct fodder production trials with trained farmers in their areas, supplying seedlings of fodder plants
  - Bridge to the new \$39 million GCF/CI project in Kgalagadi district by rolling out HRM sensitization with other communities in the district, with wide outreach including village leadership and other community governing structures
  - Hold field days and demonstrations on HRM practices
- C. Community based fire management
- Conduct basic fire management training for untrained communities in Kgalagadi
  - Conduct training for relevant government technical officers/DDMC members in Kgalagadi
  - Procure equipment for trained communities – personal protective equipment (PPE) and tools

### ProDoc Output 3.3 with original indicative activities

**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

3.3.1 Support DLUPU to expand its current SLM/NRM coordination mechanism to become more inclusive and effective

3.3.2. Design an SLM Financing Strategy, and mobilise resources to support SLM/NRM coordination mechanism and other SLM initiatives

3.3.3. Design and implement training programs for technical institutions and 20 villages on skills required for project implementation

**What has been done so far in Output 3.3...**

- As part of the preliminary preparations for the development of the ILUMP in Output 3.1 , the project facilitated training of 20 District technical officers from the Technical Reference Group (TRG) on the Land Use Conflict Identification System (LUCIS) used in other parts of Botswana.
- No other activities have been undertaken in support of Output 3.3, which seems to have been poorly conceptualized. The District Land Use Planning Units (DLUPUs) have a very specific mandate, and have a central role in the district-level stakeholder consultations towards the two integrated District Development Plans in Output 3.1. They are not intended to have a role in extension for sustainable rangeland management, which is the role of the District-level DFRR.
- Given these factors, it is proposed that activities involving the DLUPUs in Ghanzi District and Kgalagadi District be integrated into Output 3.1 where they more logically belong, with any additional rangeland management training moving into Output 3.2 , where it logically fits.
- Implementation of District Development Plans will be budgeted for as part of the national government’s current work on the 12<sup>th</sup> National Development Plan, and cut across many government departments.

**What still needs to be done in Output 3.3 to contribute to achieving Outcome 3**

- See activities in orange in Output 3.1

**ProDoc Output 4.1 with original indicative activities**

**Output 4.1** Gender strategy developed and used to guide project implementation, monitoring and reporting

4.1.1 Develop, in a participatory process and informed by global best practices, a gender strategy to guide implementation, monitoring and reporting

**What has been done so far in Output 4.1...**

- The Gender Mainstreaming Strategy was approved in 2019 and the project has implemented the recommendations from the strategy in its interventions so far, including equal representation of women and men in trainings – i) 15 community members (9 women) from the BORAVAST Trust in charcoal production; ii) firefighting training in KD1 and KD2, with 16 (9 female) and 15 (7 female) community members being trained, respectively; iii) LUCIS training for 20 district technical officers (9 female); iv) HRM training for 10 farmers (3 female) and 2 technical officers (both female); and v) fire management training for 11 (7 female) and 16 (11 female) community members from the Zutshwa and Ngwatle communities, respectively.
- The PMU, in collaboration with Government of Botswana’s Gender Affairs Department conducted training for the TRG on mainstreaming gender considerations into all project interventions to strengthen implementation of the project’s gender action plan. [?]
- The PMU developed a tool for data gathering and monitoring of all parameters of gender mainstreaming, allowing the accurate tracking of the % of women participating in and benefiting from the project activities [?]

- A Gender, Communications and Monitoring and Evaluation (M&E) officer joined the PMU at the beginning of 2021, and is working to ensure that the gender strategy is used to guide implementation, monitoring and reporting across the project.

#### What still needs to be done in Output 4.1 to contribute to achieving Outcome 4

*These activities to be carried out by MENT-DEA with support from UNDP as required.*

- Work with Responsible Parties to:
  - Prioritize gender specific activities on livelihoods, HWC mitigation, HRM, anti-poaching and SLM activities to ensure beneficitation ,inclusion ,increase in participation, advancing empowerment etc.
  - Undertake gender mainstreaming awareness activities in the project areas when there are community activities.
  - Inclusion of women participation in all project activities to accelerating gender parity.
  - Train NGOs and Community trusts/CBOs on gender mainstreaming strategy.
  - Provide training to key implementing partners on gender mainstreaming strategy and if need be and , further provide a refresher training to TRG members.
  - Monitor compliance of the project activities as outlined in the 5-year Gender mainstreaming strategy and workplan and they contribute to the project outputs and institutionalise gender equality in the project area.
- Document best practices and lessons learnt, incorporate and disseminate them as implementation progresses
- Consider Gender Budgeting in Procurement of project materials
- Monitor and evaluate project interventions results using *Gender Mainstreaming Strategy: Monitoring Plan* to ensure that they contribute to the project logic/outcomes, particularly outcome indicators 2 and 14

#### ProDoc Output 4.2 with original indicative activities

**Output 4.2** Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons

4.2.1 Develop, in a participatory process and informed by global best practices, a participatory biodiversity, livelihoods and project monitoring system

#### What has been done so far in Output 4.2...

- The Technical Reference Group received training on M&E in late 2019, culminating in the development of a monitoring tool/template for the IPs/stakeholders to use in general data collection on project indicators, but this does not seem to have been fully utilized.
- Annual Project Implementation Reports (PIRs) have been completed, and information prepared on the Project Results Framework for the Mid Term review (MTR), but with much data missing. For several headline indicators, mid-term values were not actively pursued because of the concern that few or no project activities had been undertaken that could have contributed to any changes in these indicators.
- Following the MTR and the identification of major gaps in the original Social and Environmental Screening Procedure (SESP) conducted by UNDP, two Safeguards Experts were appointed and have undertaken initial desktop research to produce drafts of: i) a revised SESP Screening Template, ii) an Environmental and Social Impact Assessment (ESIA), iii) an

<p>Environmental and Social Management framework (ESMF), iv) an Environmental and Social Management Plan (ESMP), and v) an Indigenous Peoples<sup>35</sup> Planning Framework.</p> <ul style="list-style-type: none"> <li>• The safeguards work could not be completed until all the project activities – especially activities on the ground in the WAMs under Components 2 and 3 – have been clarified. Free, Prior and Informed Consent (FPIC) of participating communities can only be sought once it is clear which activities trigger the need for FPIC, and this will be determined during the re-set.</li> </ul>
<p><b>What still needs to be done in Output 4.2 to contribute to achieving Outcome 4</b></p>
<p><i>These activities to be carried out by MENT-DEA with support from UNDP as required.</i></p> <ul style="list-style-type: none"> <li>• Facilitate Safeguards Experts to undertake process of consultation with communities to obtain their Free, Prior and Informed Consent to all activities planned to take place on the ground, including but not limited to livelihoods (Output 2.1), HWC (Output 2.2) and holistic rangeland management (Output 3.2)</li> <li>• Support Safeguards Experts to complete the Environmental and Social Management Plan (ESMP), building on the FPIC consultations, all the work done so far on the Environmental and Social Impact Assessment (as well as the original inadequate Social and Environmental Screening) with ESIA and ESMP posted on the UNDP country office website so that they are available to the public, once internally reviewed and cleared by UNDP safeguards focal point</li> <li>• Support Safeguards Experts to work with selected Responsible Parties undertaking work packages in the three key areas of activity on the ground, to make sure they understand fully the risks and are committed to implementing the necessary risk mitigation measures and safeguards</li> <li>• Set up a Grievance Redress Mechanism for the project, working with District Councils and Trusts to establish a communication channel for grievances to be reported to UNDP, dealt with promptly, fairly and effectively, and results communicated back to the complainant/s</li> <li>• Procure the services of independent evaluators – one national and one international consultant – to conduct Terminal Evaluation for the project, commencing work in August 2024</li> </ul>
<p><b>ProDoc Output 4.3 with original indicative activities</b></p>
<p><b>Output 4.3</b> Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes</p> <p>4.3.1 Implement monitoring and learning system, collate lessons and disseminate via publications, meetings, communications strategy, etc</p>
<p><b>What has been done so far in Output 4.3....</b></p>
<ul style="list-style-type: none"> <li>• The project has been reporting to the GWP on an annual basis on lessons learnt and sharing experience with other countries.</li> <li>• The project communication team participated in a series of GWP Communication trainings in 2021 with other “child projects” in Africa under the GEF’s Global Wildlife Programme (GWP).</li> <li>• The PM and counterparts from government participated in the GWP Annual Knowledge Sharing Conference which provides for lessons exchange (see</li> </ul>

<sup>35</sup> It is recognized that the *UNDP Social and Environmental Standards – Standard 6: Indigenous Peoples* is triggered by the project. It is recommended that this report be titled a “Social Inclusion Planning Framework”, since the term “indigenous people” is not used in Botswana legislation. The content of the report would not be affected.

<https://www.worldbank.org/en/programs/global-wildlife-program/publications> for publications, blogs, feature stories and videos).

- Products from the project interventions such as workshops and training have been recorded, and news disseminated through the UNDP Botswana Facebook page, YouTube channel and website.

#### What still needs to be done in Output 4.3 to contribute to achieving Outcome 4

*These activities to be carried out by MENT-DEA with support from UNDP as required.*

- Send media releases to Botswana media (radio, TV, newspapers, news websites) as project activities start up on the ground, and also feed material into UNDP media, Government communications services, and the Global Wildlife Program
- Cooperate with Responsible Parties and contractees undertaking work packages and receive lessons learnt material from them on each of the relevant activities (livelihoods, HWC mitigation, HRM), then edit these for consistency and share with GWP knowledge sharing platform

## VII. CONCEPT NOTES FOR PROPOSED NEW LIVELIHOODS ACTIVITIES

One livelihoods activity will be supported in each of the project landscapes (Boravast, KD 15, KD1, KD2, GH10, GH11), with GEF funds and government co-finance. These activities have been designed to contribute to 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”. Support to livelihoods activities will be supplemented by community governance training by a service provider, and enterprise development support by the Local Enterprises Authority (LEA) – the latter co-financed between LEA and the project.

Concept notes for the four proposed new livelihoods activities – shaded in the table below – are included in this report. The proposals for these activities are based on two rounds of consultation conducted by UNDP with the community structures in the target landscapes, in 2019 and 2020 (see Annex 4 on community consultations), as well as further analysis conducted by the Technical Reference Group and Chief Technical Adviser. Support in training and equipping the existing livelihoods initiatives – charcoal and fodder production in the Boravast Trust area, and expanded pans for salt production in Zutshwa (KD2) – will also be completed, aiming to place these initiatives on a sustainable business footing by project end.

Responsible Party	Output	Work Package	WMA Block	Trust/s	Village/s	Technical Guidance
Firm/NGO	2.1	Establishment of highway craft centre with refurbished supply centres in GH 10 villages and buyer networks	GH10	Xwiskurusa Community Trust	Kac/gae, East Hanahai, West Hanahai	DWNP with LEA
BTO	2.1	Pan campsite expansion to enable ecotourism and conservation work of Ngwatle community	KD1	Nqwaa Khobe Yeya Trust	Ngwatle	BTO with LEA

Responsible Party	Output	Work Package	WMA Block	Trust/s	Village/s	Technical Guidance
Firm/NGO	2.1	Veld product centre in Bere for processing of sustainably harvested and/or cultivated Devil's Claw and other medicinal plants	GH11	Au Shee Xha, Ulu Trust	Bere	DFRR with LEA
BTO	2.1	Expansion of Khawa village campsite in support of community incomes from related ecotourism initiatives	KD15	Khawa Kopanelo Development Trust	Khawa	BTO with LEA
-	2.1	Sustainable expansion of salt production from Zutshwa pan with extracted brackish groundwater (a common property natural resource with measurable value to the community - CBNRM Policy)	KD2	Qhaa Qhing Conservation Trust	Zutshwa	DEA with LEA
-	3.2	Strengthening of Boravast charcoal and fodder businesses and value chains to enhance ecological and business sustainability	BV	Boravast Trust	Bokspits, Rappelspan, Vaalhoek and Struizendam	DFRR with LEA

## 1. Establishment of highway craft centre with refurbished supply centres in GH10 villages and buyer networks

This livelihoods activity on the establishment of a thriving craft centre network in GH10, involving Kac/gae, East Hanahai and West Hanahai villages, aims to attract tourists to purchase local handicrafts, made from sustainably sourced natural and other materials, and to strengthen supply chains – both securing sustainable sources of raw materials, and developing buying agreements with eco-lodges across Botswana. This promotes Outcome 2 of the KGDEP project: “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”.

Refurbishment of existing craft centres in the three GH10 villages was proposed during consultations conducted by UNDP with the Xwiskurusa Community Trust in GH10 in 2019 and 2020, and is one of the top five business ventures prioritized in all three village level discussions recorded (see Annex 4 on community consultations) – with Kac/gae village community on 12 November 2020, with West Hanahai on 13 November 2020, and with East Hanahai on 15 November 2020. Following discussions in the Technical Reference Group, and inputs from community representatives at the Project Steering Committee, the current proposal is to establish a new craft shop on the Trans-Kalahari Highway<sup>36</sup> near Kac/gae, in order to attract the significant passing trade of tourists, and to supply the shop from

<sup>36</sup> One idea that has been raised by NGOs working with Ghanzi communities is that of a branded, community kiosk near the main route to the Okwa fossil river valley which has a high level of ecotourism potential and is a priority area to be secured for wildlife and community livelihood opportunities in the future. The “gateway” kiosk would sell local crafts and veld products, (local) food, soft drinks, as well as highlight the rich biodiversity and cultural heritage of the region. It will also offer a campsite for travellers in the Okwa Valley landscape

producer groups in the three village centres, following training of the producers and refurbishment of their centres as workplaces and aggregation centres. Although direct access to tourists is important, links to markets in lodges, and potentially also overseas, would be as important if not more important, and a key part of the work package to support this initiative will be strengthening the supply chain in both directions – through ensuring a sustainable supply of key raw materials for the producer groups, and through establishing new markets with buyer contracts in place.

For the remaining two years of the project, funds have been budgeted to engage the services of a firm or NGO who can work closely with the communities in Kac/gae, East and West Hanahai, who can benefit from training, materials provision, and engagement in a network of suppliers to the craft shop. In time, as markets are developed, crafters from GH11, and also the Kgalagadi blocks, could also be brought in as suppliers, given that the number of producers in the project landscape has been estimated at 2,500 in total. Companies / organizations supporting this work will cooperate with the community on marketing, training, liaison with buyers and suppliers, and will also oversee the construction of the highway shop, and the refurbishment of the existing village centres in the supply network. The shop will be designed to make it attractive to tourists and to accommodate a display area and counter with internet connection, workspace / training venue for producer groups, a small kitchen and stoep area for serving refreshments, and secure storage facilities. Equipment needed by craft producer groups will be procured, and refurbishments carried out, following consultations on their needs.

Preparatory work will need to be undertaken through the Village Development Committees to ensure that the existing craft centres each have a water connection. The Xwiskurusa Community Trust will need to approach the Land Board to be available land for the craft shop. Next steps will involve a site visit by DWNP to a potential site on the highway once identified, as well as to the three existing centres, to determine the exact needs, so that specifications and plans can be drawn up and included in the package of work.

A number of areas of challenge will be tackled through the project interventions, including ensuring a steady supply of raw materials, promoting access to wider markets, ensuring that producers receive decent income, and establishing a sustainable business post-project:

**a) Steady supply of raw materials**

**RISKS:** That there is an insufficient or inconsistent supply of low-cost raw materials for use by crafters, or that incentives are unintentionally created to acquire materials on an unsustainable basis.

**MITIGATION MEASURES:**

- Cooperating with DWNP to acquire special dispensation permits to collect and utilize spent ostrich shells on a sustained basis for use in crafts, including through agreements with ostrich ranches
- Facilitating agreements with abattoirs for supply of leather offcuts on a sustained basis for use in handicraft products
- Investigating potential to collect and recycle glass bottles from lodges (to which crafts are being delivered) and purchase a machine to manufacture glass beads from the bottles
- Putting in place arrangements with the District Council for regular delivery of raw materials from ranches, abattoirs etc., as well as delivery of finished handicraft products to lodges

**b) Access to wider markets**

**RISKS:** That the craft products cannot be sold because they are not aligned with consumer preferences, or because there are few passing tourists and no other markets are accessible

**MITIGATION MEASURES:**

- Marketing of the craft shop as a destination for tourists, and branding and marketing of the crafts of the Ghanzi area to a wider audience
- Consulting with and building on the lessons learnt by other organizations working in the field, e.g. Gantsi Craft, the Kuru Family of Organizations, and Botswanacraft
- Building on work undertaken by local NGOs, including Cheetah Conservation Botswana (CCB), with craft producers to support innovative craft design so as to access a wider array of markets for jewellery, wood carving etc.
- Training of women and men craft producers, learning from them about their traditions, techniques and styles, and cooperating to further develop these to reach niche market consumers
- Undertaking outreach to lodges across Botswana to establish agreements to purchase craft products in bulk for their shops, with proceeds going back to the producers
- Exploring potential for contracts with buyers in other countries and facilitation of export arrangements, as well as negotiating fair prices for producers

**c) Ensuring producers receive decent income**

**RISKS:** That crafts products being sent to lodges does not lead to income coming back to the producers, or that prices received by the producers represent only a small fraction of the end selling price.

**MITIGATION MEASURES**

- Concluding written agreements with lodges purchasing craft products on the pricing structure and the split of the proceeds between the lodge, the craft shop, and the original producer (or producer group)
- Establishing a record-keeping system for barcoding individual craft items to facilitate tracking of products' movement and sale, and payment back to producers
- Ensuring that some of the proceeds go back to the craft shop and centres and are used to cover operating costs, including facilitating ongoing sourcing and supply of raw materials to producers
- A system for sending back income will be established, including a detailed operational plan on how the system will operate – records of sale and proceeds split, cash vs mobile money etc.
- The project will support the revival/establishment of producer groups in Kac/gae, East Hanahai and West Hanahai initially, then later in Bere and villages of KD1, KD2 etc, enabling wider profit sharing as the market grows

**d) Establishing a sustainable business**

**RISKS:** That once the project ends, there will be insufficient funds for input supply, transport and marketing, sales will dry up and producers will stop producing

**MITIGATION MEASURES**

- Working with the three Village Development Committees to select individuals to manage the craft centres, and work in the craft shop, with agreement on their wages as part of the operating costs of the centre
- Ensuring that contracts with buyers allow for a portion of the proceeds to come back to the craft centre to cover operating costs such as raw materials, wages, ongoing training, meetings, transport (of materials and finished products), electricity and water
- Involving the Local Enterprises Authority (LEA) to conduct enterprise development and business management training, and explore models for how the business can be run post-project
- Implementing safeguards and risk mitigation measures as contained in the project's Environmental and Social Management Plan

## **2. Pan campsite expansion to enable ecotourism and conservation work of Ngwatle community**

This livelihoods activity on the expansion of community ecotourism facilities at Ngwatle Pan, 12 km outside the village of Ngwatle in the KD1 block, aims to attract tourists to stay in this scenic location, where wildlife has started to return following the community's voluntary exclusion of livestock from the pan area (even though it falls into the 20km radius in which grazing is legally permissible). Bringing tourists to the area will supplement the work being done by the community with the NGO Kalahari Research and Conservation (KRC) on conservation performance payments and participatory land use planning, maintaining the cattle exclusion zone and enabling the return of wildlife to the area as an attraction for tourists to the campsite. This promotes Outcome 2 of the KGDEP project: "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".

This activity was proposed during consultations conducted by UNDP with the Nqwaa Khobe Yeya Trust in KD1 in 2019 and 2020, and is one of the top five business ventures prioritized in recorded discussions with Ngwatle village held on 6 November 2020. The campsite currently has an ablution block constructed through Botswana Tourism Organization (BTO) to attract campers embarking on self-drive adventures through the Kgalagadi and Ghanzi Districts. At present the campsite has no water supply and no additional facilities, and is not currently functional, but the initial infrastructure provides a starting point on which to build through the project. Through BTO co-financing and project funds, a borehole<sup>37</sup> will be sunk, pumping and testing carried out to confirm water quality, and water reticulation put in place to supply the site. The existing shower, basin and toilet facilities will be expanded, and four fireplaces will be constructed for tourists to barbecue, as well as a shaded area for the heat of the day. The community will also be supported to put in place a system whereby campers will be charged a fee for use of the campsite, which will go back to a committee at village level to enable the funding of campsite operations and maintenance costs, as well as a system for any additional profit to be retained for the benefit of the community as a whole.

Preparatory work will require the drawing up of a layout of the campsite and specifications for the works to be undertaken. It is propose that this work package be carried out by BTO as a Responsible Party, including marketing, training, procuring equipment and overseeing works, for both this campsite and the one discussed in number 4 below. A number of areas of challenge will be tackled through the project interventions, including ensuring a steady stream of visitors to the campsite, making sure of the quality and quantity of the water supply, and ensuring that the community receive income from use of the campsite by tourists:

### **a) Bringing visitors to the campsite**

**RISKS:** That there is a very small number of tourists visiting the area or using the campsite, and insufficient income is gained even to maintain its upkeep, let alone make a profit

**MITIGATION MEASURES:**

- Using BTO's marketing channels and networks to promote the campsite as part of a set of community ecotourism initiatives in the Kgalagadi Wilderness

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<sup>37</sup> Sinking a single borehole does not require an Environmental Impact Assessment in terms of Botswana legislation

- Linking the campsite to self-drive trails being developed by NGOs and tourism operators in the area, so that tourists passing through the area plan their route to include the campsite
- Developing a route map and online booking system so that smaller ecotourism initiatives like this one can also benefit from advance bookings and payments

#### **b) Availability of potable water**

**RISKS:** That the water quality from the borehole is not good enough for human consumption at the campsite, or that it runs out

##### **MITIGATION MEASURES:**

- Carrying out testing to confirm availability and quality of water, as part of the process of sinking of the borehole, and before investment in water reticulation
- Installing a piezometer to monitor the groundwater supply over time
- Undertaking regular checks on water quality through BTO with DEA's support

#### **c) Ensuring income to community**

**RISKS:** That tourists will use the campsite facilities without paying either through advance booking online or through visiting the community office in Ngwatle

##### **MITIGATION MEASURES**

- Using the community conservation scouts who monitor movement of livestock and wildlife to also monitor the arrival of tourists and explain to them how payment should be made
- Utilizing the community guest house and office in Ngwatle as the payment point for convenience of tourists, including a credit card machine and internet connection
- Exploring potential for inclusion in BTO online booking systems with pre-planned routes and fees paid, with the campsite fee portion coming back to the community through an agreed system
- Investigating potential to co-finance and install a solar-powered ice-making machine and freezer at the community guest house to sell ice to the tourists using the campsite, for an additional income stream
- Investigating potential to buy charcoal from the Boravast enterprise established through the project, for sale on to tourists with an additional mark-up

### **3. Veld product centre in Bere (GH11) for processing of sustainably harvested and/or cultivated Devil's Claw and other medicinal plants**

This livelihoods activity to establish a veld products centre in or on the outskirts of Bere village aims to enable the processing and sale of sustainably harvested and/or cultivated Devil's Claw and other medicinal plants for the benefit of the community, as part of the fulfilment of Botswana's policy on Community Based Natural Resource Management (CBNRM). This will create new work opportunities for community members at the centre – undertaking cultivation, processing and packaging, as well as potentially channelling additional income to wild harvesters, whilst respecting and protecting their traditional knowledge. Project funds will only be used to promote wild harvesting where this can be done on a sustainable basis, based on a resource study, and with any necessary permits in place. The new centre will be constructed and equipped, and communities supported on training, marketing and accessing markets. This promotes Outcome 2 of the KGDEP project: "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".

This activity was proposed during consultations conducted by UNDP with the Au Shee Xja, Ulu Trust in GH11 in 2019 and 2020, and is one of the top five business ventures prioritized in recorded discussions with Bere village held on 18 November 2020. In addition to support from a firm / NGO as a Responsible Party to support the community in establishing the veld products centre, a partnership will be formed with the Botswana International University of Science & Technology (BIUST) in Palapye, as well as local NGOs working with community harvesters. Discussions with NGOs in the area initially proposed the establishment of the veld products centre combined with a new craft centre on the Trans Kalahari Highway, in order to attract passing trade of tourists. Following further discussions in the Technical Reference Group for the project re-set, it was felt that it would be preferable to separate the crafts centre (which will be a refurbishment and strengthening of the existing craft centre in Kac/gae village) from the veld products centre (which will be in or on the outskirts of Bere village), in order to better distribute the benefits across the communities of GH 10 and GH 11.

For the remaining two years of the project, funds have been budgeted to engage the services of a firm or NGO who can work closely with the community in Bere on the establishment of the physical premises for the centre and its processing and preservation facilities, and the preparation of ground and irrigation for cultivation. Preparatory work will include deciding on the layout of the centre, including key facilities such as meeting area, office, processing and packaging area, drying shed, store-room, toolshed, borehole, pump and irrigation facilities, gardens / fields, fencing, lighting and security. It is proposed that the facilities be installed as part of wider work package to be carried out by a firm / NGO as a Responsible Party, including marketing, training (drawing on local harvesters as trainers), procuring equipment, overseeing works, establishing systems for sustainable harvesting (where appropriate), setting up drying and processing operations, establishing systems for quality control, understanding buyer needs and protocols, establishing buyer contacts, negotiating prices and putting agreements in place. Research will be conducted in partnership with BIUST, including on the properties of cultivated plants and the potential for Access and Benefit Sharing agreements.

The emphasis in the first instance will be on exploring potential for sustainable harvesting and/or cultivation of *Harpagophytum procumbens*, also known as Kalahari Devil's Claw or Sengaparile (national flower of Botswana), an indigenous arid ecosystem plant that is widely known and traded on global markets for its medicinal properties, but with supplies across many parts of southern Africa threatened by overharvesting. As part of the preparatory work, an up-to-date resource study on Sengaparile needs to be conducted through DWNP and DEA as a matter of urgency. In addition, and because Sengaparile is only seasonally available, the NGO/firm will support the community to investigate potential for sustainable harvesting and/or cultivation of other veld products available in the WMAs. Based on research by Cheetah Conservation Botswana (CCB) these include the Morama Bean, the Kalahari Wild Melon (including medicinal properties of melon seeds), Kalahari Truffles, various wild berries, roots, fruits, teas and medicinal plants. Supported by CCB, GH10 and GH11 communities have already begun to formally organise their harvesters to provide Devil's Claw to Matebeleng Milling for Holland & Barrett, a global health food brand.

A number of areas of challenge will be tackled through the project interventions, including prevention of overharvesting from the wild and protecting traditional knowledge, as follows:

**a) Preventing overharvesting from the wild**

**RISKS:** That stimulating markets for Devil's Claw and other threatened wild species encourages further harvesting from the wild, beyond the point of sustainable natural reproduction of the resource.

**MITIGATION MEASURES:**

- DWNP cooperating with DEA to conduct a full study of the state of the Devil's Claw resource in the vicinity of the proposed veld products centre (as well as any other species earmarked for wild harvesting)
- Collaborating with universities and NGOs to establish sustainable harvesting rates and guidelines, and working with traditional harvesters to implement these
- Working to obtain any necessary approvals or permits for continued or expanded harvesting of any veld products to be processed and packaged at the centre as required by Botswana legislation or regulations
- Embarking on a pilot for Devil's Claw cultivation to determine if this is viable as a long-term approach for taking pressure off the wild resource (and if medicinal properties and cultural values can be maintained)

#### **b) Protecting traditional knowledge**

**RISKS:** That the traditional knowledge of local harvesters is overlooked or underutilized, or that communities do not receive recognition as the stewards of these important global resources, or a fair share of the benefits flowing from their utilization

#### **MITIGATION MEASURES:**

- Involving local harvesters as trainers to draw on their knowledge of veld products, how they can be sustainably harvested, and their cultural and medicinal uses
- Establishing a fair system of payment to local harvesters and also to community members employed at the veld products centre
- Consulting with local communities on the implications of cultivation of plants traditionally harvested from the wild, and how these should be valued
- Cooperating with other initiatives in Botswana to promote Access and Benefit Sharing agreements, whereby communities who are custodians of indigenous plants with important biological and genetic properties receive monetary and other benefits from their utilization around the world

#### **4. Expansion of Khawa village campsite in support of community incomes from related ecotourism**

This livelihoods activity on the expansion of community ecotourism facilities at Khawa village in the KD5 block, aims to attract tourists to stay in this scenic location, site of the annual Khawa Dune Challenge and Cultural Festival, on a year-round basis. Bringing tourists to the area will supplement the work being done by NGOs on epic wilderness self-drive trails, providing a starting point at the upgraded campsite for tourists before they set off. This promotes Outcome 2 of the KGDEP project: "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".

This activity was proposed during consultations conducted by UNDP with the Khawa Kopanelo Development Trust in KD1 in 2019 and 2020. Initially consideration was given to upgrading another campsite outside the village, but this was felt to be too far away, and would necessitate the construction also of staff housing to service the campsite. The existing village campsite, the preferred location, is also close to the sand dunes which are a major tourism attraction of the area. The project interventions on facility upgrading, marketing and governance arrangements will build on initial investment by the Botswana Tourism Organization (BTO) and will also be co-financed by BTO. The campsite currently has a gatehouse constructed, facilitating the collection of camping fees, but this needs upgrading and maintenance. A bush kitchen needs to be constructed, solay geysers installed for

the ablution block, and a perimeter fence installed for security. These project investments will be complemented by BTO co-finance to be provided for water reticulation (from an existing borehole), electricity supply and an upgraded ablution block.

Preparatory work will require the drawing up of a layout of the campsite and specifications for the works to be undertaken. It is proposed that this work package be carried out by BTO as a Responsible Party, including marketing, training, procuring equipment, and overseeing works, for both this campsite and the one discussed in number 2 above. Consultation of the Khawa community through the village development committee will facilitate selection of participants for work opportunities in running and maintaining the campsite, including roles for women and men. BTO will ensure compliance with necessary permissions, regulations and standards. Marketing efforts will work to ensure a steady stream of visitors to the campsite:

### **Bringing visitors to the campsite**

**RISKS:** That there is a very small number of tourists visiting the area or using the campsite, outside of the annual Khawa Dune Challenge and Cultural Festival

#### **MITIGATION MEASURES:**

- Using BTO's marketing channels and networks to promote the campsite as a year-round destination and part of a set of community ecotourism initiatives in the Kgalagadi Wilderness
- Linking the campsite to self-drive trails being developed by NGOs and tourism operators in the area, so that tourists passing through the area plan their route to include the campsite
- Developing a route map and online booking system so that smaller ecotourism initiatives like this one can also benefit from advance bookings and payments

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## **VIII. REVISED TOTAL BUDGET AND WORKPLAN**

### [Multiyear Budget and Workplan 2022-2023 \(Years 5-6\) – see Annex 3](#)

Following the discussions held at the Technical Reference Group (TRG) Planning Workshop held in Gaborone in late February, a series of meetings with the Directors of the key government agencies, and a TRG Review Workshop in Ghanzi in mid-March, the 2021 Annual Work Plan (which was developed but not fully implemented, since the project activities were paused in mid-2021) was revisited in the light of the re-set discussions. The PMU then developed a revised Total Budget and Workplan for 2022-2024, with a draft of the 2022 Annual Workplan attached as Annex 3, to be finalized by during April 2022. A detailed procurement plan can then be developed, as well as an implementation dashboard.

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## **IX. LIST OF ANNEXES**

Annex 1: Terms of reference for re-set consultancy

Annex 2: CCB paper on rezoning in Ghanzi WMAs

Annex 3: Draft Annual Workplan and Budget for 2022

Annex 4: Record of community consultations November-December 2020