



BirdLife Botswana
Government of Botswana

and the

United Nations Development Programme (UNDP)
Global Environment Facility (GEF)

**Strategic partnerships to improve the financial and operational
sustainability of Protected Areas (PSPA)**

FINAL INCEPTION REPORT

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Table of Contents

1.0 Introduction	1
2.0 Rationale/ Justification	1
3.0 Objectives	3
4.0 Outputs.....	3
5.0 Stakeholders	4
6.0 Project management and implementation arrangement.....	6
7.0 Financial and accounting structures	7
8.0 Project risks	8
Annex 1: Logical framework.....	11
Annex 2: Terms of references.....	19
2.1 Project Steering Committee	19
2.2 National Project Director.....	21
2.3 Project Manager.....	22
2.4 Administration Officer	24
2.5 Stakeholder Consultative Forum	26
Annex 3: Monitoring and reporting log.....	27
Annex 4: Issue log.....	32

List of abbreviations

BOCONGO	Botswana Council of Non Governmental Organisations
CBD	Convention on Bio-Diversity
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organisation
CDC	Central District Council
DDP	District Development Plan
DLUPU	District Land Use Planning Unit
DWNP	Department of Wildlife and National Parks
GEF	Global Environment Facility
GoB	Government of Botswana
HATAB	Hospitality and Tourism Association of Botswana
IMP	Integrated Management Plan
KCS	Kalahari Conservation Society
M&E	Monitoring and Evaluation
MEWT	Ministry of Environment, Wildlife and Tourism
MOMS	Monitoring Oriented Management System
MPWS	Makgadikgadi Pans Wetland System
NGO	Non Governmental Organisation
NSC	National Steering Committee
ODMP	Okavango Delta Management Plan
PA	Protected Area
PM	Project Manager
PSC	Project Steering Committee
SADC	Southern Africa Development Agency
SSG	Site Support Group
UNDP	United Nations Development Program
WCNP	Wildlife Conservation and National Parks

1.0 INTRODUCTION

This inception report is a comprehensive summary of the project document entitled “Strategic partnerships to improve the financial and operational and sustainability of protected areas”. The project is a joint partnership between UNDP/GEF, Government of Botswana and BirdLife Botswana as the implementing agency. The project will be implemented over a 4-year period (January 2009 – December 2012) with a total budget of US\$6, 132, 300 (US\$953, 300 from GEF; US\$637, 000 from BirdLife Botswana and US\$4, 542, 000 from other partners).

The project is being implemented in Makgadikgadi/Nxai National Park and Nata Sanctuary as a component of the Makgadikgadi Pans Integrated Management Plan. The project will be officially launched through an inception workshop so as to introduce the project to stakeholders and also to build consensus amongst stakeholders on how the project should be implemented.

2.0 RATIONALE/ JUSTIFICATION

Botswana harbours significant biodiversity, and is among the 50 most species-rich countries in the world¹. The Government has established a number of legislative acts and policies that relate to biodiversity conservation. Top conservation policy priorities include: (i) the effective management of wetlands, important repositories of biodiversity threatened by production activities that compete for water resources; (ii) effective management of human–wildlife conflicts, such as competition between livestock and cattle; and (iii) financing of the protected area (PA) System. The former priorities are already being addressed with GEF support through projects implemented by UNDP (BIOKAVANAGO project) and the World Bank (Wildlife Conflict Management and Biodiversity Conservation for Improved Rural Livelihoods project) respectively. However, there is an unmet need to establish new management approaches to improve the financial and operational sustainability of the PA system. This project project is designed to address this need. This is in line with government plans outlined in relevant policies and strategy documents, such as the CBNRM Policy (2008), Department of Wildlife and National Parks (DWNP) Strategic Plan (2007) and the National Biodiversity Strategy and Action Plan (2004).

Botswana is an *in situ* conservation front-runner, having established an impressive PA estate, which is the primary locus for biodiversity conservation. The system incorporates some 40% of Botswana’s total land area which represents approx. 243,000 km²-ranging from formally protected national parks to private nature reserves. The conservation areas currently comprise about 7.7% in national parks, 10.3% in game reserves, and 24% as Wildlife Management Areas (WMA). The latter is based on wildlife utilization by local communities, a Community Based Natural Resource Management (CBNRM) concept adopted to conserve biodiversity whilst involving communities in the management of natural resources within their vicinity. A large proportion of Botswana’s PA estate (ca 70%) lies in remote dry land areas with little human habitation. The opportunity costs of conservation in these areas are relatively low, and the threats are generally low. However, a number of PAs (covering

¹ World Conservation Monitoring Center (1994) *Priorities for conserving global species richness and endemism*. Caldecott, J.O., Jenkins, M.D., Johnson, F. and Groombridge, B. World Conservation Press, Cambridge, UK. 36 pp.

approx. 30,000 km²) are located in areas with growing human populations and economic activities, which place direct and indirect pressures on constituent biodiversity. Responsibilities for management of the PA system are vested in the Department of Wildlife and National Parks (DWNP). The State currently appropriates a sum of ca. US\$ 10 million per annum to cover the recurrent and development costs of DWNP (e.g. \$11.6 million for the financial year 2005/6), a significant proportion of which is specifically for PA management, and has leveraged sizable investments, notably from the European Union (US\$ 18 million over 10 years, 1997–2007) to strengthen PA infrastructure. However, while significant, this investment is inadequate in terms of assuring the management effectiveness of the PA system, as necessary to abate threats. The current management paradigm is characterized by a statist approach with limited stakeholder involvement. Opportunities for cultivating private sector, community and other stakeholder support for PA management have not been effectively tapped. However, there is a growing recognition that such partnerships are essential to ensure the financial and operational sustainability of the PA system, in particular in smaller sites and settled areas.

The normative solution proposed by this project is to instigate a paradigm shift that seeks to improve the capacity of civil society and government to work in partnership to manage PAs, particularly small sites currently receiving sub-optimal conservation management attention. However, there are some key "barriers" to the operationalisation of the co-management systems needed to diversify PA income streams, and tap commercial opportunities that PAs provide, particularly through tourism. The key "barriers" include:

(i) Weak systemic capacity: While the revenue streams available for PA management have generally been stable, they have largely been generated through government budgetary subventions or donor funding, and are insufficient to ensure effective management of sites, especially those under most pressure, and smaller sites. Botswana's PAs have historically been managed from the top-down by centralised state authorities that are often perceived as not completely in tune with local stakeholder concerns. Exclusionary PA management systems have also led local communities to feel resentment against conservation initiatives that are developed and implemented without their participation. This inevitably implies that the costs of management are higher than they might otherwise be. The private sector is also not being tapped to contribute finance and management skills to improve management.

(ii) Minimal or little local stakeholder engagement and action at site level: Though Botswana has a CBNRM framework which allows for community involvement in natural resource management, collaboration with the private sector and NGOs is *ad hoc*, rather than codified. Moreover, because at least 11 central and local government institutions are involved in CBNRM support and/or related policies (rural development, forestry and non-timber resources etc) this has led to fragmentation of CBNRM support, and coordination problems, further exacerbating the barriers to effective stakeholder involvement in PA co-management and co-financing faced by the parks authority. In addition, despite some achievements in some areas such as environmental education and training of local authorities and CBOs) and development of targeted programmes (e.g. the GoB/UNDP Environment Support Programme), there are still insufficient incentives for non-state actors' involvement in PA co-management. Stakeholders near PAs have few incentives for development and management that are sensitive to conservation and sustainable management of those PAs. Local/national authorities and private enterprises are often unaware of alternative development pathways that can mitigate negative impacts. Local communities and their support agencies do not have information on development options that bring social and economic benefits to local people, whilst enhancing the management effectiveness of nearby PAs. Participation of local people and the private sector in biodiversity conservation projects (at PAs and the wider landscape) will be enhanced if these groups are involved in their design and implementation, and if it can be

demonstrated that biodiversity conservation can be integrated with agriculture, tourism, energy production, and other production sectors. An effective demonstration of PA co-management is currently lacking in Botswana.

(iii). Insufficient National Institutional Capacity. Effective co-management requires the development of technical and managerial skills in institutions mandated with PA management. However, in Botswana, recent policy reviews² have shown that the capacity of the Department of Wildlife and National Parks to engage in effective partnerships with non-governmental actors remains weak. There is also inadequate capacity in the private sector and civil society to engage in and advance local initiatives. There is therefore a need to strengthen DWNP to be able to oversee and support PA management, including through enhancing their capacity for a) business planning, b) economic valuations of PAs and the natural resources therein, c) negotiating private sector partnerships. A formal structure (a National Liaison Committee as proposed here) is necessary to create a platform for the PA authority to engage other parties, whose involvement would minimise PA management costs (e.g. through threat abatement) and increase PA revenue (e.g. through diversifying PA income streams). This forum is also necessary as a means to raise the profile of PAs (principally financing needs), especially to communities, policy makers, and the general public, most of whom currently have a negative (or at best ambivalent) perception on the value of the PA network.

3.0 OBJECTIVES

The overall objective of this project is to strengthen management partnerships between public, private, NGO and community stakeholders for the improvement of financial and operational sustainability of protected areas in a measurable manner; using Makgadikgadi/ Nxai National Park and Nata Sanctuary as pilot sites.

The project aims to achieve this objective by:

1. Strengthening the enabling environment for partnerships between public, private, NGO and community stakeholders at the systemic level;
2. Demonstrating successful approaches at the site level for effective protected area co-management for increased revenue schemes;
3. Increasing institutional capacities of role players for effective protected area management functions.

² For example, Center for Applied Research (2008) Review of the Wildlife Conservation Policy, the Wildlife Conservation and National Parks Act and Associated Regulations. Issues and options report, March 2008

4.0 OUTPUTS

Through this project, a number of outputs are envisaged

Outcome 1: Strengthened enabling environment for improved PA financial sustainability

1. PA's economic value, cost of co-management vs. top-down and options to maximize efficiency in current & projected funding levels known.
2. Information management systems to inform decision makers developed.
3. Policy reforms for PA management and non-state actor beneficiation.
4. DWNP financing strategy and operational standards for allocation of financial & human resources to PAs developed.
5. PAs mainstreamed into Makgadikgadi IMP and District Development Plan (DDP).
6. Willingness-to-Pay for PAs quantified and private sector investment for PAs secured.
7. Bird-Tourism Handbook published.
8. PA co-management best practice and frameworks for PA integration into DDPs documented.
9. Biodiversity offset framework developed.
10. PA business planning realised.

Outcome 2: Effective protected area co-management systems demonstrated at site level and new revenue generation schemes field tested and replicated across the PA network

1. PA co-management structures reformed, and linked to IMP and district planning process.
2. Diversification of MPWS tourism product portfolio.
3. Management and business plans, biodiversity monitoring and outreach programmes for PAs.
4. Capacity and skill base of local communities and partnerships with private sector, government and NGOs strengthened.
5. Economic value of PAs known and plans for financial sustainability operational.
6. DWNP's PA management costs reduced.
7. CBNRM & PA co-management benefits demonstrated.
8. Increased PA funding by private sector and local government.

Outcome 3: increased institutional capacity to effectively fulfil PA management functions

1. PA co-management, revenue generation & cost management options replicated.
2. Improved DWNP capacity for financial planning, biodiversity monitoring and PA co-management.
3. PA practitioners with capacities for cost effective management (accounting, reporting, revenue capture and threat management techniques).
4. Integration of PA agenda into DDPs demonstrated and publicized.
5. Documentation of lessons learnt and experiences disseminated widely.
6. Improved public awareness on PA financing shortfall and options for recourse.
7. Tool to correlate biodiversity monitoring and management effectiveness demonstrated.
8. Status of PAs known.
9. Conservation partnerships between government and non state actors formalized

5.0 STAKEHOLDERS

This project was developed through an extensive consultation process that involved key stakeholders involved in PA related work. Below is a list of the stakeholders identified, and what their interest in the project is.

Department of Wildlife and National Parks

- An authority in the management of national parks and wildlife resources including birds.
- Responsible for the revision of Wildlife Conservation and National Parks Act, which will provide the overall framework within which, the project will operate.
- Has a community outreach section which provides support to CBOs including training, organisational development, and technical advice on joint venture agreements.
- Development of park management plans, e.g. currently revising the Makgadikgadi National Park Management Plan.
- Wildlife-human conflict mediators.
- Involve communities in the monitoring of biodiversity in protected areas.
- Provide education on conservation.
- Provide training on MOMS.
- Enforcement of legislation that protects biodiversity in protected areas.

Department of Environmental Affairs

- GEF operational focal point
- Coordinate the Makgadikgadi Integrated Management Plan (IMP) within which this project is embedded.
- Managed the Okavango Delta Management Plan (ODMP) on which the Makgadikgadi IMP will be modelled.
- Coordinate Botswana's involvement in SADC Biodiversity Strategy and Action Plan.
- Responsible for development, revision and coordinating implementation of environmental policies.
- Coordinate Botswana's involvement in multilateral environmental agreements and other international agreement protocols to which the country is party.
- Coordinator of the environmental agenda in Botswana.
- Secretariat of the Makgadikgadi Integrated Management Plan Project Steering Committee.
- Public education on environmental issues.

Department of Tourism

- Licensing of tourism ventures.

Central District Council

- Remote Area development Department has an interest in the creation of self-sufficiency and sustainable livelihoods for communities living in remote areas, through the sustainable use of the environment and natural resources.
- Environmental Health Department is interested in waste management strategies.
- Share experiences with implementing partners on community consultation processes and other issues that may arise.

Central District Land Use Planning Unit (DLUPU)/ Central District Technical Advisory Committee

- Responsible for the overall land use planning in the district.
- Provides advice and guidance to CBOs on technical issues.
- Facilitate the flow of information regarding government policies, legislation, regulations, programs, etc of different departments at district level.
- To provide information and advice on land use issues at district level.

Ngwato Land Board

- Management, administration and oversight over tribal land.
- Develop, in collaboration with DWNP, a legally binding "head lease" between Land Boards and CBOs for the utilisation of concession areas.

UNDP

- GEF implementing agency in Botswana.
- Provide financial support towards implementation of community initiatives/ projects.
- Expose Nata Sanctuary to other potential donors.
- Provide technical support and human resources to the project implementer.

Hospitality and Tourism Association of Botswana (HATAB)

- Market the project and Nata Sanctuary to tour operators.

BirdLife Botswana

- Project Manager
- Promotes birding tourism
- Advocates for the conservation of birds and their habitats.
- Promotes mutual beneficial relationships between birds and people.
- Identify needs and provide/ organise relevant training to other stakeholders e.g. on biodiversity monitoring using birds as indicators
- Assist communities in identifying funding opportunities for environmental projects.

Kalahari Conservation Society

- Provides technical back-stopping to Nata Sanctuary.
- Through this project, KCS will also realise and highlight their objectives of linking conservation and human needs, environmental education, research and monitoring and conservation of Botswana's wildlife.
- Assist communities/ CBOs write proposals to donors.

Nata Sanctuary Trust

- Primary project beneficiaries.
- Implementation of site level actions.
- Board to provide oversight for on-site project activities
- To create awareness and understanding of the project by communities, the board of Trustees and staff of Nata Sanctuary.
- Pilot project site for birding tourism.

Botswana Ash Pty (Ltd)

- Financial and technical support to Nata Sanctuary.
- Skills development of local communities through hands-on training.
- Utilise mine brine from Makgadikgadi Pans therefore keen to ensure that this is environmentally sustainable – thus have an interest in "birds as indicators" agenda.

Botswana Tourism Board

- Market Nata Sanctuary to tourists.
- Promote eco-tourism and certification of tourist sites.
- Facilitate identification of a joint venture partner for Nata Sanctuary.

Nata Lodge

- Significant source of tourists visiting Nata Sanctuary. A lot of their guests visit the sanctuary thus Nata Lodge has an interest in all the developments at the sanctuary, including its management, infrastructure, marketing, etc)
- Support communities by providing transport for tourists interested in bird watching at Nata Sanctuary.
- Provide financial resources to support tourism related community projects.
- Market Nata Sanctuary through their website for mutual benefit.

Dr Graham McCulloch

- Research on flamingos and general ecology of Makgadikgadi Pans.

University of Botswana

- Research and information dissemination.
- Through HOORC implementing a complementary GEF-funded project in the Okavango Delta (BIOKAVANGO).
- Through BCA implementing a complementary GEF-funded project – Desert Margins Project.

Community leadership structures/ local institutions

- Community mobilisation and identification of worthy social investment projects in the participating villages.
- Conflict resolution
- Define and adjudicate on access rights in neighbouring communal areas.

6.0 PROJECT MANAGEMENT AND IMPLEMENTATION ARRANGEMENT

The project is implemented by BirdLife Botswana, and the organisation is responsible for the day-to-day management and support provided to other partners by the project. A project manager and an administrator have been recruited, and office equipment for the project has been procured.

Because this project is implemented as a component of the IMP, it will be directed by the project steering committee (PSC) constituted for the IMP by the Ministry of Environment, Wildlife and Tourism (MEWT), and chaired by the Permanent Secretary of MEWT (or their nominee) . The primary task of the PSC is to provide guidance (institutional, political and operational) and direction for the project to ensure that it remains within the agreed framework. The PSC also provides an oversight for all the components of the project and facilitates communication between the project and the public and private sectors and the donor community. With these main objectives in mind, the PSC regulates its own procedures as guided by the Chairperson. It achieves its aims through the Project Manager who will attend meetings but who will not have a vote.

The Project Manager will be responsible for the implementation of PSC policy and direction and for reporting back to the PSC on progress with all aspects of the project. Membership of the PSC will be on an honorary basis and no fees will be paid. However, any actual and reasonable expenses incurred by PSC members will be reimbursed. Observers, advisors and other participants will attend on the invitation and at the discretion of the Chair. Secretarial support will be provided by the Project Manager (relating to this project), and the IMP Project Implementation and Management Unit (all other issues pertaining to the IMP).

PSC business will be conducted on a consensus basis. The PSC will meet quarterly or more frequently if required. Terms of reference for the Project Steering Committee are attached below as Annex 2.

7.0 FINANCIAL ACCOUNTING STRUCTURES

BirdLife Botswana has opened a separate bank account for the project, for ease of reporting. Quarterly advances of funds will be requested by submitting a request duly signed by BirdLife Botswana Director, together with a detailed work plan for the quarter and the planned expenses for the same period. Subsequent advances will be released only upon the submission of the financial report for the previous quarter. The submission of the financial report shall be done within 15 days following the end of the quarter together with the quarterly project progress report.

Financial audits will be carried out annually by reputable audit firms.

8.0 PROJECT RISKS

RISK LOG		DATE:				
AWARD ID:						
AWARD Title:						
Risk ID	Risk Type	Date identified	Description, Comments and Management Response	Level	Status Change date	Author/Owner
1	Financial	2009	Limited participation from the private sector due to reduced profits as a result of the on-going global economic recession. Although currently the private sector stakeholders are keen to participate, an extended period of this credit melt down may eventually force them to pull out of the project. Currently no mitigation measure is available to reduce this risk.	High		Private sector stakeholders
2	Policy	2008	Revised Wildlife Conservation and National Parks Act and subsidiary regulations not instituted within the time frame of	High		Department of Wildlife and National

			the project.		Parks
			Relevant authorities (Director DWNP and Permanent Secretary MEWT) need to be lobbied for the process to be fast tracked.		
3	Environmental	2008	<p>External factors like extreme weather events significantly change the Makgadikgadi Pans Wetland System hydrology thereby negatively impacting on key tourist attractions – the flamingos.</p> <p>Continuous monitoring of biodiversity (using the State-Pressure-Response model) at the project site will inform stakeholders, should there be any change in biodiversity as a result of environmental factors.</p>	Medium	BirdLife Botswana
4	Organisational	2008	<p>Appropriate capacitated institutions cannot be identified for capacity assessment and building activities in Makgadikgadi, as well as at national level.</p> <p>Institutions like Botswana Training Authority and BOCONGO are well resourced and would be able to guide the project in the selection of potential partners and trainers.</p>	Low	BirdLife Botswana
5	Organisational	2008	<p>Slow implementation of the IMP process resulting in delays due to absence of over-arching strategic guidance</p> <p>This project complements and feeds into the overall IMP process and so there is need for continuous dialoguing with project partners to highlight this complementarity.</p>	Medium	Department of Environmental Affairs
6	Organisational	2009	Lack of immediate tangible economic benefits to communities discourages communities from sustaining the	Medium	BirdLife

			established SSGs.			
7	Operational	2009	<p>Implementing partners need to ensure that communities take an active role in drawing up of the business plans for their tourism ventures so that they realise the potential benefits that they could derive from sustainably managing their resources and conserving the biodiversity.</p> <p>High staff turnover of trained personnel within DWNP leading to capacity gaps in the PA co-management strategy and the need to continuously train staff.</p> <p>Relevant authorities need to keep field personnel motivated at all times and acknowledge the commendable work they do out in the field.</p>	Medium	Department of Wildlife and National Parks	
8	Operational	2009	<p>The term for the Nata Trust Board of Trustees (and any other community trust that will register at the project site) is two years. And so after that period a new Board is elected which needs capacity building and also which may have its own priority area other than that of PA co-management.</p> <p>Measures need to be taken to ensure that there is skills transfer from the outgoing to the incoming office bearers. Training sessions should not only be limited to Board members, but rather to sectors within communities so as to empower the "whole" village.</p>	Medium	BirdLife Botswana	
9	Operational	2009	<p>Reluctance of communities to participate in the co-management of protected areas</p>	Low	BirdLife Botswana	
10	Operational	2009	<p>Lack of cooperation between stakeholders working in</p>	High	BirdLife Botswana	

ANNEX 1: LOGICAL FRAMEWORK

OUTCOME/ OUTPUTS	ACTIVITIES	OUTCOME INDICATORS	VERIFICATION	ASSUMPTIONS	RISKS
Outcome 1: Strengthened enabling environment for improved financial sustainability					
Output 1.1: Legal reforms and effective institutional models for PA co-management are identified and implemented	a) Contribute in the Wildlife Conservation and National Parks Act review towards implementation of co-management of PAs.	Revised Wildlife Conservation and National Parks Act articulates how stakeholders can participate in PA co-management	Revised WCNP Act in place	Stakeholders are accorded an opportunity to participate in the revising of WCNP Act	Revised WCNP Act and subsidiary regulations do not take effect within the time frame of the project
	b) Commission a consultancy to undertake PA valuations for justification of increased investment of public budget allocations	Government (through DDPs) and private sector investment in PAs increased	Consultancy report	District Councils approve proposed increased PA budgetary support	Non-participation of the private sector due to the current global economic recession.
	c) Commission a consultancy to undertake an assessment of options to maximise PA management effectiveness in current and projected funding levels	Co-management models developed and piloted	Consultancy report with clear recommendations	Key players like the private sector and NGOs are willing to participate in the pilot project	Non-participation of the private sector due to the current global economic recession.
	d) Develop appropriate advocacy tools for informing stakeholders on PA benefits and costs.	Increased support for the co-management concept by stakeholders	Annual Botswana PA status reports	Established PA partnership is able to demonstrate clear co-management benefits and all stakeholders remain committed to the partnership	Stakeholders' priorities shift and participation in co-management suspended.
	e) Develop a framework to be used by DWNP staff in PA business planning at site and national level.	Number of protected areas with up-to-date and approved management plans	Business and management plans	The institutional capacity of DWNP is strengthened	Appropriate and capacitated institutions cannot be identified for capacity building activities in Makgadikgadi
	f) Facilitate the drafting of DWNP financing strategy and support the operationalisation of the strategy.	Amount of BWP available by DWNP to support PA management	DWNP financing strategy report	The national economy remains stable	Delayed implementation due to other priorities within DWNP and government as a whole.

OUTCOME/ OUTPUTS	ACTIVITIES	OUTCOME INDICATORS	VERIFICATION	ASSUMPTIONS	RISKS
Outcome 1: Strengthened enabling environment for improved financial sustainability					
Output 1.2: PA agenda mainstreamed into Makgadikgadi IMP and DDPs, coupled with economic forecasting of local benefits for increasing budget subventions from local government for PA management	a) Liaise with IMP Project Implementation Unit for synchronised project activities.	Project activities feeding into the IMP	Project documents and reports	Development of the Makgadikgadi IMP will be implemented during the project life.	Makgadikgadi IMP implementation does not proceed as quickly as this initiative, leading to mismatches in priorities and delays for this project if overall ecosystem-wide strategic guidance/priorities have not been developed by the IMP
	b) Provide technical input into the development of IMP activities	Project objective of increasing budget subventions from government for PA management met.	Project documents and reports	IMP Project Implementation Unit continue partnership with Birdlife in the development of the IMP.	Lack of involvement of project staff by IMP Project Implementation Unit.
	c) Facilitate technical and financial support for the integration of IMP components into DDPs.	Increased budget for PA activities and management especially by local government	DDPs that articulate better management options of PAs	There will be buy-in from both local and central government departments	District Councils' budget cuts due to the global recession, limiting their participation in PA management
	d) Draft and publish a framework for integration of PAs into DDPs and publish	Number of DDPs that articulate PA financing needs and provide for local government budgetary subvention for PAs	DDPs which encompass the management of PAs	Willingness of District Councils to support management of PAs	
Outcome 1: Strengthened enabling environment for improved financial sustainability					
Output 1.3: Business investment partnerships for PAs secured and developed for commercial operations	a) Commission a consultancy to quantify the willingness-to-pay (WTP) for the sustenance of PAs by private sector, and document disincentives that would need to be redressed for PAs to benefit from funds suggested in the WTP	Amount (BWP) availed by the private sector to support PA management.	Consultancy reports and recommendations	Willingness of the private sector to participate in PA co-management	Global recession affecting the performance of the private sector, leading to non-participation
	b) Coordinate the drafting of the bird tourism handbook	Increased participation of rural communities in birding tourism.	Copies of birding tourism handbook	Willingness of communities to participate in birding tourism to increase income streams.	External factors negatively impacting on biodiversity and key tourist attractions.
	c) Document and publish "best practice" series of publications	Increased number of PAs practicing co-management	Best practice booklets/publications	Co-management of PAs in the pilot area will become successful	Non-participation of the private sector and NGOs due to limited financial resources

OUTCOME/ OUTPUTS	ACTIVITIES	OUTCOME INDICATORS	VERIFICATION	ASSUMPTIONS	RISKS
Outcome 2: Effective PA co-management systems demonstrated at site level and new income generation schemes tested and replicated across the PA network					
Output 2.1: Creation of PA co-management structures (site support groups) and new revenue generation schemes developed and tested	<p>Conduct a capacity needs assessment of Nata Sanctuary Trust and strengthen their capacity through:</p> <p>a) Updating their constitution to reflect issues pertaining to partnership with the private sector</p> <p>b) Facilitate the updating of the PA management and business plan, and establishment of Nata Trust office.</p> <p>c) Facilitate the development of a skills enhancement programme for staff and Board of Trustees (covering financial planning and management, proposal writing, conflict resolution, customer service and marketing)</p> <p>d) Draft and coordinate the strengthening of the PAs outreach programme so as to create a better understanding of the sites' challenges and strengths, as well as potential benefits to communities, government, private sector and donor agencies.</p> <p>e) Facilitate the establishment of site support groups in participating villages near the Makgadikgadi/ Nxai National Parks and coordinate the legal registration of their Trusts.</p> <p>f) Coordinate the formalisation of the joint management board as</p>	<p>Private sector partner identified for the running of Nata Sanctuary</p> <p>Management effectiveness of Nata Trust enhanced and protected area with up-to-date and approved management and business plans</p>	<p>Updated constitution</p> <p>Training manuals Updated management plan Business plan developed</p>	<p>The private sector's willingness to invest in the Nata Sanctuary project.</p> <p>Willingness of Nata Trust to participate in co-management and training programs</p>	<p>Lack of the private sector's will to partner with communities</p> <p>Elected Board of Trustees for Nata Trust not keen to adopt the co-management concept.</p>
		<p>Number of villages with legally registered Trusts</p>	<p>Deed of Trust</p>	<p>Communities will see the advantages of registering Trusts</p>	<p>Lack of tangible economic benefits to communities discourages them from sustaining SSGs</p>
		<p>Enhanced management of protected areas.</p>	<p>Project reports D/WNP reports</p>	<p>All stakeholders willing and able to participate in co-management</p>	<p>Appropriate and capacitated institutions cannot be</p>

OUTCOME/ OUTPUTS	ACTIVITIES	OUTCOME INDICATORS	VERIFICATION	ASSUMPTIONS	RISKS
	<p>per provisions of the WCNP Act and subsidiary legislations</p> <p>g) Support SSGs to participate effectively and be recognised in the formulation of the IMP.</p> <p>h) Commission a consultancy to develop a pilot sustainable livelihood programs for the SSGs.</p>	<p>Buy-in by communities in the proposed management plan</p> <p>Number of birding tourism guides trained and deriving economic benefits from adjacent PAs</p>	<p>Project reports</p> <p>Annual status reports</p>	<p>Willingness of communities to participate in the formulation of the IMP and also in the management of Makgadikgadi wetlands</p> <p>Biodiversity in PAs is maintained</p>	<p>Identified as the co-management partners for Makgadikgadi/ Nxai National Park.</p> <p>The IMP implementing committee unable to effectively engage communities in the formulation process of developing an IMP</p> <p>External factors significantly impact on key tourist attractions.</p>
<p>Outcome 2: Effective PA co-management systems demonstrated at site level and new income generation schemes tested and replicated across the PA network</p>					
<p>Output 2.2: Business plan development and sustainable use management systems for the MPWS PAs</p>	<p>a) Commission a consultancy to undertake an economic and financial analysis of the MPWS PA (including the economic value of the PAs; cost-benefit analysis of increasing investment; options for improving financing and development and a roll-out program for a sustainable financing plan.</p> <p>b) Arrange a study tour for stakeholder representatives to the BirdLife South Africa Birding Tourism Programme</p> <p>c) Draft and publish the Bird Tourism Strategy for MPWS, outlining how the enterprise will be organised (roles and responsibilities, alignment of birding routes, required infrastructure, guide and lodge accreditation, quality control, cost management, marketing, revenue streams, benefit sharing, ecological limits within which to</p>	<p>Increased financial support for PAs from government and the private sector.</p> <p>Birding tourism initiatives established in and around identified PAs.</p>	<p>Audit reports</p> <p>Birding tourism guideline/handbook</p>	<p>Willingness of stakeholders to increase their investment in PAs.</p> <p>Government and local stakeholders remain committed to collaborate on co-management for increased financial sustainability</p>	<p>Insufficient financial investment from government and the private sector due to economic slowdown.</p> <p>External and human factors significantly impact on potential areas for birding tourism.</p>

OUTCOME/ OUTPUTS	ACTIVITIES	OUTCOME INDICATORS	VERIFICATION	ASSUMPTIONS	RISKS
	operate, and other building blocks required for a successful operation in the MPWS				
	e) Draft ToRs for PA Joint management Board/ Committee	Improved management practices in PAs due to participation of government, private sector, NGOs and communities in the management of these areas	Annual PA status reports	All role players willing to partake in the management of PAs	Revised WCNP Act and subsidiary regulations not instituted within the time frame of the project.
	e) Coordinate the development and roll out of a low-cost community based system to monitor biodiversity and ecosystem conditions within PAs and broader MPWS	Low cost but scientifically robust and sustainable biodiversity monitoring systems instituted in PAs	Annual PA status reports	Communities' willingness to co-manage PAs and undertake biodiversity monitoring activities.	External factors significantly impact on PAs thereby altering its ecosystem
	f) Draft a strategy for involvement of private sector in on-going biodiversity monitoring	Mitigation measures put in place to ensure sustained biodiversity	Annual PA status reports	The private sector remains committed to collaboration on PA management.	External factors significantly impact on PAs thereby altering its ecosystem
Outcome 3: Increased institutional capacity for effective PA management enhanced through capacity development of DWNP, private sector and civil society					
Output 3.1: Capacity development activities within the management authority to effectively fulfil PA management functions					
	a) Identify suitable trainers, organise and support short courses for DWNP staff (on developing management and business plans for PAs, PA valuation, negotiation and conflict resolution skills, cost effective management)	Increased competence levels of PA institutions for PA co-management	UNDP PA Scorecard	Local communities, private sector, civil society and government agencies are willing to participate in PA policy and decision making structures, and implementation of proposed reforms.	Appropriate and capacitated institutions cannot be identified for carrying out the training required. Relocation of trained staff from the project site.
	b) Facilitate the drafting of "How to" series of documents based on the above short courses				
	c) Develop a strategy implementation plan for targeted communication on PA financing and co-management (targeting especially policy makers). Coordinate the production of required communication	Buy-in from stakeholders, including policy makers. Roll-out of the same model/ concept to other protected areas.	Leaflets, brochures, radio and TV broadcasts Communication implementation plan	Pilot model/ concept successful	Non-acceptance of the co-management strategy by policy makers

OUTCOME/ OUTPUTS	ACTIVITIES	OUTCOME INDICATORS	VERIFICATION	ASSUMPTIONS	RISKS
	d) Coordinate the production and implementation of a biodiversity monitoring tool that would enable correlations between biodiversity conservation and management effectiveness. Identify capacity needs of partners and provide required support.	Appropriate measures taken for mitigating factors that deteriorate the ecological status of PAs	Annual PA status reports Biodiversity monitoring manual	Willingness of partners to partake in biodiversity monitoring	Environmental factors significantly impact on the status of PAs. Inappropriate use of the monitoring tool, rendering the biodiversity status results unreliable
	e) Identify and facilitate the participation of DWNP and other co-management stakeholders at relevant international meetings that would enhance their capacity to co-manage PAs. (e.g. African Protected Area initiative, CBD Programme on PAs meetings, SADC, AU, NEPAD meetings)	Increased competence levels of PA institutions for PA co-management	UNDP PA Scorecard Project reports	Willingness of DWNP to implement the proposed PA co-management strategy.	High staff turnover of trained staff within DWNP and other participating institutions
	f) Work with DWNP Research Division and BirdLife's IBA Program Manager to produce "Annual Status of Makgadikgadi Pans" and "Status of Botswana Protected Areas" reports to be used as advocacy tools for PA financing and to contribute data towards national reports to the CBD.	Informed decision making and policy formulation	Number of annual PA status reports produced synthesising the Annual Status of the PA network (using the state-pressure-response model)	Stakeholders are willing to participate in PA status monitoring	Makgadikgadi IMP implementation does not proceed as quickly as this initiative, leading to mismatches in priorities and delays for this project
Outcome 3: Increased institutional capacity for effective PA management enhanced through capacity development of DWNP, private sector and civil society					
Output 3.2: Capacity to develop and implement site specific business plans and jointly manage PAs enhanced within PA	a) Organise short courses similar to the ones for DWNP staff, targeting communities.	Increased competence levels to co-manage PAs	UNDP PA Scorecard	Communities show dedication towards co-management of PAs	Lack of skills transfer by outgoing office bearers

OUTCOME/ OUTPUTS	ACTIVITIES	OUTCOME INDICATORS	VERIFICATION	ASSUMPTIONS	RISKS
agency, NGOs and industry groups	b) Negotiate with the private sector for internships to reinforce training from these short courses	Commitment of the private sector to the co-management strategy of PAs Successful and sustainable tourism ventures operational in PAs Increased competence levels of PA communities for PA co-management BirdLife Botswana as a highly competent institution in facilitating PA co-management partnerships	Financial audit reports of PA and supporting private companies Annual PA status report UNDP PA Scorecard Project reports	The business environment allows private sector companies to make a profit and thus be able to contribute towards PA co-management Communities will be given preferential treatment towards acquiring tourism operations. Local communities are willing to participate in PA policy and decision making structures, and implementation of proposed reforms. BLB governance structures are committed to the project	The current global credit crunch continues for a long period, thus rendering the private sector unable to participate Disempowerment of communities that are in joint venture partnerships Appropriate and capacitated institutions cannot be identified for carrying out the training required. High staff turn-over at BirdLife Botswana and collaborating institutions
	c) Draft Strategy documents for long-term investment plans with key productive sectors (tourism and mining industries) and appropriate MoUs, and facilitate signing of these between respective parties				
	d) Draft ToR and facilitate training to strengthen ecotourism planning and management capacity. Workshops to cover principles, practices and policies for sustainability; zoning for tourism use; codes of conduct for tourism and local communities; guidelines for eco-lodges and tour operators.				
	e) Draft and publish a toolkit covering similar topics to those described in (d) above.				
	f) Do a self assessment and identify training needs for Project Manager and supporting BirdLife personnel, attend relevant short courses and impart newly acquired skills to other project proponents, as far as possible at the same time as other activities to cut costs.				
	Outcome 3: Increased institutional capacity for effective PA management enhanced through capacity development of DWNP, private sector and civil society				
Output 3.3: National	a) Support preparation of project updates to be presented by	Awareness created on the status of Makgadikgadi PA and PA co	Annual PA status reports	Commitment of all stakeholders to this project	Makgadikgadi IMP implementation does not

OUTCOME/ OUTPUTS	ACTIVITIES	OUTCOME INDICATORS	VERIFICATION	ASSUMPTIONS	RISKS
Liaison Committee established	DWNP and BirdLife Botswana Directors to the IMP NSC	management adopted as a key component of the IMP strategy			proceed as quickly as this initiative, leading to mismatches in priorities and delays for this project
	b) Participate at the district-level steering committee that comprises IMP component leaders and the sectoral (natural resources) sub-committee of the IMP, on behalf of the project.	Project activities well planned to complement those of the IMP	Project reports	Makgadikgadi IMP successfully implemented	Slow implementation of Makgadikgadi IMP activities
	c) Support other stakeholders (private sector and community groups that co manage PAs) to get them accorded (at a minimum an observer) seat within aforementioned structures, and the project supports their participation (where required, technical backstopping in preparing update reports, position papers, etc)	Increase in extent of PA network practicing co-management thereby increasing PA operational and financial sustainability	Project reports	All stakeholders remain committed to collaborate on PA management	Revised WCNP Act is not effected within the project life
	d) Draft ToRs and serve as secretariat for Permanent PA Financing Working Group.	PA financing experiences documented and shared with policy makers and other stakeholders	Project reports	Successful co-management model developed	Lack of participation from key stakeholders in co-management

ANNEX 2: TERMS OF REFERENCES

2.1 Terms of Reference – Project Steering Committee (PSC)

Background

This project seeks to strengthen management partnerships between public, private, NGO and community stakeholders for the improvement of financial and operational sustainability of protected areas in a measurable manner; using Makgadikgadi/ Nxai National Park and Nata Sanctuary as pilot sites.

The project aims to achieve this objective by:

1. Strengthening the enabling environment for partnerships between public, private, NGO and community stakeholders at the systemic level;
2. Demonstrating successful approaches at the site level for effective protected area co-management for increased revenue schemes;
3. Increasing institutional capacities of role players for effective protected area management functions.

The project will be directed by a Project Steering Committee (PSC) chaired by the Permanent Secretary at the Ministry of Environment, Wildlife and Tourism (or their nominee). The primary task of the PSC is to set the policies and provide guidance (institutional, political and operational) and direction for the Project to ensure that it remains within the agreed framework. The PSC also provides an oversight for all the components of the project and facilitates communication between the public and private sector and the donor community. With these main objectives in mind, the PSC regulates its own procedures as guided by the Chairperson. It achieves its aims through the Project Manager who will attend meetings but who will not have a vote. The Project Manager will be responsible for the implementation of PSC policy and direction and for reporting back to the PSC on progress with all aspects of the Project. Membership of the PSC will be on an honorary basis and no fees will be paid. However, any actual and reasonable expenses incurred by PSC members will be reimbursed.

Observers, advisors and other participants will attend on the invitation and at the discretion of the Chair. Secretarial support will be provided by the Project Manager. PSC business is conducted on a consensus basis.

The PSC will meet quarterly or more frequently if required.

Responsibilities

The responsibilities of the Steering Committee will be to:

- Review and approve the project annual work plan and budget for each operational year.
- Set the policies and provide institutional, political and operational guidance and direction for the project to ensure that it remains within the agreed framework.

- ~~Provide an oversight for all the components of the project and review project progress with respect to objectives, outputs, work plan and budget.~~
- Review and provide feedback on progress and financial reports prepared by the Project Manager.

Composition

- BirdLife Botswana (Lead implementing agency)
- Department of Wildlife and National Parks (Research and Parks Divisions)
- Department of Tourism
- Department of Environmental Affairs
- Department of Lands,
- Department of Water Affairs,
- Department of Geological Survey,
- Department of Town and Regional Planning,
- Department of Animal Health and Production,
- Ministry of Finance and Development Planning
- Botswana Tourism Board
- Central District Council representative
- A representative of the Private sector working in the project area
- A representative from Makgadikgadi IMP
- Kalahari Conservation Society
- A representative of NGOs
- A Nata Sanctuary representative
- United Nations Development Programme

2.2 Terms of Reference – National Project Director

Background

This project seeks to strengthen management partnerships between public, private, NGO and community stakeholders for the improvement of financial and operational sustainability of protected areas in a measurable manner; using Makgadikgadi/ Nxai National Park and Nata Sanctuary as pilot sites.

The project aims to achieve this objective by:

1. Strengthening the enabling environment for partnerships between public, private, NGO and community stakeholders at the systemic level;
2. Demonstrating successful approaches at the site level for effective protected area co-management for increased revenue schemes;
3. Increasing institutional capacities of role players for effective protected area management functions.

The National Project Director (NPD), who is BirdLife Botswana's Director, assumes overall responsibility for the successful execution and implementation of the project support towards achieving the outcomes and outputs. The NPD is an internally appointed person and works on the project on a part time basis and should be able to devote a reasonable amount of time to project activities. The NPD will be a member of the Project Steering Committee (PSC).

- Facilitates the work of the Project Manager
- Ensures that the required project annual work plan is prepared and updated in consultation and agreement with major stakeholders.
- Authorizes commitments of resources for inputs including staff, consultants, goods and services and training, and ensure the proper use of project resources.
- Ensures that the co-financing partners' (central and local government, private sector, and unilateral and multilateral donors) inputs for the project are available and monitors the co-financing contribution to the project.
- Leads efforts to build partnerships for the support of outcomes and outputs indicated in the Project Document.
- Ensures the preparation and submission of the reports in accordance with the UNDP-GEF reporting and monitoring and evaluation (M&E) requirements.
- Supports resource mobilization efforts to increase resources as and when necessary.

2.3 Terms of Reference – Project Manager

The project manager has the overall responsibility of the day-to-day management of the project activities as outlined in the project document.

Description of responsibilities

Under the overall direction and guidance of the National Program Director (, and in close liaison and regular consultation with the PSC and the IMP Project Implementation and Management Unit, the Project Manager will have responsibility for the national delivery of project outcomes and activities in accordance with the project document and agreed annual work plans. He/she will serve on a full-time basis and will be committed to the day-to-day management of the national project components and for its successful implementation in line with UNDP and GEF standards. The specific tasks and responsibilities include the following:

Project Management

- Provide management and planning for the implementation of the national project's outcomes, outputs and activities according to the project document and annual work plan;
- Participate in site, district, national and regional conferences, workshops and meetings to provide input in the strategic planning and implementation of the project.
- Establish coordination mechanisms and maintain continuous liaison with MEWT, UNDP CO, private sector, other government agencies and NGOs with an interest in biodiversity and PA matters, and research institutions engaged in biodiversity monitoring.
- Develop and submit a detailed work program for the national execution of the project and the delivery of outputs.
- Ensure that individual national components of the project are delivered on time according to the work plan and assure quality control.
- Document project activities, processes and results.
- Provide financial oversight and ensure financial accountability for the Project (monitor and manage the allocation of available budget to project activities, undertake all necessary financial arrangements, processes, requests for authorizations, payments).
- Ensure preparation & timely delivery of narrative & financial reporting (quarterly financial reports and Biannual (or where required more frequent) technical progress reports) submitted to the PSC; taking into account the norms and standards for project monitoring and reporting are properly met.
- Provide management oversight to daily operational and administrative aspects of project (procurement, recruitment, staff supervision);
- Supervise all staff assignments, consulting agreements and procurements;
- Identify and appoint national experts/consultants to be hired for the implementation of specific project components or training of the project, develop TORs and agreements, and follow-up on performance.
- Facilitate operation of the national Project Steering Committee and act as the secretariat by calling for meetings, preparing and consulting on agenda, steering discussions, follow-up on decisions, keep members informed on the progress, etc. in collaboration with the Chairperson of the committee.
- Establish and manage office facilities as needed to support project activities.
- Ensure sound programme monitoring and evaluation.

- Develop a resource mobilization strategy, to be considered as part of the exit strategy, for the national component of the project; maintain effective liaison with funding partners and further develop the project's resource base, whenever possible.

Project Outreach (Education, Awareness, Networking)

- Participate in project regional capacity building workshops.
- Attend as appropriate national, regional and international events to enhance information sharing and dissemination and lessons learned.
- Establish continuous liaison with media and provide regular updates on the project.
- Contribute regularly, articles on the project to relevant publications (newsletters, e-bulletins, Websites etc.).
- Document and disseminate lessons learned and best practices.

Technical input to PA-related events

- Research, prepare & provide technical input to relevant national biodiversity and/or PA meetings, particularly those convened by DWNP.
- Participate in technical or liaison groups as required by the PSC

Relationships

The National Project Manager will:

- Report to the BirdLife Botswana Director regarding project performance, administrative and financial issues.
- Be accountable, through the BirdLife Botswana Director, to PSC for the achievement of national project objectives, results, and all fundamental aspects of project execution.
- Maintain regular communication with MEWT, UNDP, and other project partners.

Qualifications

The successful candidate will be a Botswana citizen; have at least a Degree in wildlife management, ecology or similar; at least 5 years experience in conservation-related work; excellent understanding of conservation issues in Botswana (especially protected areas); fluent in English and Setswana; computer literate (in particular word processing and e-mail); in possession of a valid driver's license; willing to travel widely within the country; and have good interpersonal and team working skills. Working knowledge of GIS/Remote Sensing and familiarity with financial and technical requirements of UNDP/GEF projects are an advantage.

2.4 Terms of Reference – Administration Officer

Under the overall guidance of the Project Manager, the Administration Officer has the responsibility to support the delivery of the project's outcomes and activities in accordance with the project document and agreed work plan. The specific tasks and responsibilities include the following:

Project management

- Assist PM to co-ordinate project implementation.
- Assist the PM in maintaining continuous liaison with MEWT, UNDP CO, and other national partners of the project.
- Ensure documentation of project activities, processes and results and effective and efficient filing.
- Support the PM in maintaining continuous contacts with PSC on progress of activities, and collating reported information to be included in progress reports.
- Assist PM to develop and submit progress and financial reports to PSC in accordance with the reporting schedule.
- Support the PM in daily operational and administrative aspects of project.
- Facilitate the role of the project as the Secretariat for the PSC e.g. calling for meetings, preparing and consulting on agenda, steering discussions, follow-up on decisions, keep members informed on the progress, etc.).
- Support the PM in assuring sound programme monitoring and evaluation.
- Perform other related functions as required by the Project Manager.

Project Outreach (Education, Awareness, Networking)

- Support the PM in preparing awareness campaigns & presentations to target audiences (decision makers, universities, general public etc).
- Assist the PM in keeping continuous liaison with media providing updates on the project.
- Support the PM in documenting and disseminating lessons learned and best practices.

Technical input

- Be responsible for ensuring all project stakeholders are provided with technical know-how and support
- Perform necessary data analysis and drafting of documents as directed by the PM.

Relationships

The Administration Officer will:

- Report to the PM regarding project performance, administrative and financial issues.
- Be accountable to PM for the achievement of national project objectives, results, and all fundamental aspects of project execution.

Qualifications and Experience

- A Diploma in any appropriate discipline related to business management, accounting, administration, project management etc.
- Additional qualifications or experience related to data capture and management, data analysis,
- Report writing and communication will be advantageous
- Proven knowledge of the environmental sector in the country will be an advantage.

Experience, Skills and Competencies

- A minimum of three years experience in administration and/or project management
- Previous experience in management of project cycles, including project formulation, monitoring, reporting and evaluation;
- An ability to work with a variety of people including government officials, international and national non-governmental organizations (NGOs), local stakeholders, experts and consultants.
- Proven experience in facilitating meetings and/or workshops.
- Excellent communication, presentation and facilitation skills.
- Good organizational and planning skills and an ability to adhere to deadlines.
- A proven ability to provide financial and progress reports in accordance with reporting schedules.
- Good computer skills;
- Fluency in verbal and written English and/ Setswana

2.5 Terms of Reference – Stakeholder Consultative Forum (SCF)

Background

This project seeks to strengthen management partnerships between public, private, NGO and community stakeholders for the improvement of financial and operational sustainability of protected areas in a measurable manner; using Makgadikgadi/ Nxai National Park as a pilot site.

The project aims to achieve this objective by:

1. Strengthening the enabling environment for partnerships between public, private, NGO and community stakeholders at the systemic level;
2. Demonstrating successful approaches at the site level for effective protected area co-management for increased revenue schemes;
3. Increasing institutional capacities of role players for effective protected area management functions.

The Stakeholder Consultative Forum (SCF) ensures the highly consultative and participatory process of the implementation of the 4-year project. This is a permanent institution and will meet at least every year to serve as a mechanism for active involvement of a wide variety of stakeholders for awareness raising and information sharing activities. It allows the participation of the main beneficiaries of the project in planning and monitoring processes of the project. The Chair of the SCF will be appointed by the PSC and the Project Manager will be required to summarize the feedback of the SCF, report to the PSC meeting, and ensure that the input is reflected on the project implementation.

A list of SCF members should be encompassing and sufficient to insure the success of the project. It is not static and will be assessed by the PSC during project implementation with the view to include additional stakeholders as considered appropriate. It will include:

- BirdLife Botswana (Lead implementing agency)
- Department of Wildlife and National Parks (Research and Parks Divisions)
- Department of Tourism
- Department of Environmental Affairs
- Botswana Ash
- Makgadikgadi IMP
- IBA Project Manager
- NGOs
- Community representatives
- United Nations Development Programme
- Department of Forestry and Range Resources
- Department of Animal Health and Production
- Nata Lodge
- Dr. Graham McCulloch
- University of Botswana
- Village Chiefs
- Village Development Committees
- Village Trusts

ANNEX 3: MONITORING AND REPORTING LOG

MONITORING AND REPORTING LOG		DATE				
AWARD ID: 00050137						
AWARD Title: <u>Award title – PIMS 3984 BD MSP: Partnership for Sustainability of Protected Areas</u>						
ID	Monitoring Action	Due Date	Milestone Description	Comments	Date Completed	Responsibility
	Project Inception Report	3rd April 2009	Draft inception report			Project Manager
	Project Steering Committee Meeting	14 th April 2009	Minutes of the meeting			Project Manager
	Publicity article	18 March 2009	Newspaper / Newsletter Article			Project Manager
	Project Inception Workshop	30 th April 2009	Final inception report			Project Manager
	Quarterly Progress Report and Financial report	15 th May 2009	Activity and financial report			Project Manager

MONITORING AND REPORTING LOG

DATE

AWARD ID: 00050137

AWARD Title: Award title – PIMS 3984 BD MSP: Partnership for Sustainability of Protected Areas

ID	Monitoring Action	Due Date	Milestone Description	Comments	Date Completed	Responsibility
	Needs assessment and training of Nata Trust	June 2009	Assessment report, training manual and training report			Project Manager/Consultant
	Revision of Nata Trust constitution and business plan	December 2009	Revised Deed of Trust and business plan			Project Manager/Consultant
	Capacity assessment and training of DWNP staff	July 2009	Capacity assessment report, training manual and training report			Project Manager/Consultant
	Review and finalise WCNP Act	December 2009	Revised WCNP Act			DWNP
	PA Valuations	August 2009	Valuation report			Project Manager/Consultant
	PA co-management models developed	September 2009	Report			Project Manager/Consultant

MONITORING AND REPORTING LOG

DATE

AWARD ID: 00050137

AWARD Title: Award title -- PIMS 3984 BD MSP: Partnership for Sustainability of Protected Areas

ID	Monitoring Action	Due Date	Milestone Description	Comments	Date Completed	Responsibility
	PA business planning framework to be used by DWNP staff developed	October 2009	Business planning guideline			Project Manager and DWNP
	Integration of PAs into DDPs	December 2009	DDPs which articulate management of PAs, and associated resources			Project manager and CDC
	Explore willingness to pay by the private sector	2010	Report			Project Manager /Consultant
	Publication of bird tourism handbook	June 2009	Avi-tourism handbook			Project manager
	Production of best practice series of publications	2010	Best practice booklets/publications			Project manager and consultants
	Study tour to BirdLife South	2010	Report			Project manager

MONITORING AND REPORTING LOG

DATE

AWARD ID: 00050137

AWARD Title: Award title – PIMS 3984 BD MSP: Partnership for Sustainability of Protected Areas

ID	Monitoring Action	Due Date	Milestone Description	Comments	Date Completed	Responsibility
	Africa					
	Development of a bird tourism strategy	2010	Birding tourism guideline			Project manager and consultant
	ToRs for PA joint management Board/committee	2010	Co-management guideline			Project manager and DWNP
	Development of a biodiversity monitoring tool	2009	Annual PA status report			Project manager
	Midterm review	2011	Midterm review report and recommendations			Consultant
	Develop ToRs for Permanent PA Financing Working Group	2010	Guidelines			Project manager

MONITORING AND REPORTING LOG

DATE

AWARD ID: 00050137

AWARD Title: Award title – PIMS 3984 BD MSP: Partnership for Sustainability of Protected Areas

ID	Monitoring Action	Due Date	Milestone Description	Comments	Date Completed	Responsibility
	End of project evaluation	2012	Evaluation report			Consultant
	Carry out an annual audit of project funds	Annually	Audit report			Consultant

