Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands (KGDEP).

UNDP-GEF PIMS 5590 / GEF ID 9154

Mid-Term Review - March 23rd - July 30th 2021

Country: Botswana

Region: Southern Africa

GEF Focal Area/Strategic Programme:

Consultant's Report July 17th 2021

GEF Operational Focal Areas/Strategic programme:
Biodiversity (US$ 1,803,211)
Land Degradation (US$ 4,193,578)

GEF Agency:	United Nations Development Programme (UNDP)
Implementing Agency:	Ministry of Environment, Natural Resources Conservation and Tourism (MENT), Department of Environmental Affairs (DEA)
Other project partners	
Government:	Department of Wildlife and National Parks (DWNP) Department of Forestry and Range Resources (DFRR), Local Authorities (Land Boards and Councils).
Non-governmental:	BirdLife Botswana

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Acknowledgements

The MTR Consultants would like to acknowledge all project stakeholders who participated in the interviews for their time, information and advice they provided to the consultants. We would like to thank everyone who contributed in one way or the other to the success of this mid-term review process. The list includes but not limited to the UNDP Country office, Project Management Unit, Government ministries and departments, particularly the Ministry of Environment and Natural Resources Conservation and Tourism, Ministry of Agriculture Development and Food Security, Ministry of Land Management Water and Sanitation, Ministry of Local Government and Rural Development]; NGOs [Cheetah Conservation Botswana, Birdlife Botswana, Kalahari Research & Conservation]; Members of CBOs based in Ghanzi District [Xwiskurusa Community Trust in GH10 and Aushexhaulu Community Trust in GH11], in Kgalagadi North [Qgwa Khobe Xega Community Trust in KD1; Qhaa Qhing Conservation Trust in KD2] and Kgalagadi South [Boravast Trust and Khawa Kopanelo Trust], Tribal leaders/Chiefs in East Hanahai, Kacgae, Ukwi and Rappelspan.

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iii. Acronyms and Abbreviations

ARB	Agricultural Resources Board
BDF	Botswana Defence Force
BMC	Botswana Meat Commission
BORAVAST	Bokspits, Rappelspan, Vaalhoek and Struizendum (Cluster of villages)
BPCT	Botswana Predator Conservation Trust
BPS	Botswana Police Service
BTO	Botswana Tourism Organisation
BUAN	Botswana University of Agriculture and Natural Resources
BURS	Botswana Unified Revenue Services
CBNRM	Community Based Natural Resource Management
CBOs	Community Based Organisations
CCB	Cheetah Conservation Botswana
CEO	Chief Executive Officer (of the Global Environment Facility)
CHA	Controlled Hunting Area
CITES	Convention on the International Trade in Endangered Species
CKGR	Central Kalahari Game Reserve
CO	Country Office
COVID-19	Corona Virus Disease 2019
CTA	Chief Technical Adviser
DCEC	Directorate on Corruption and Economic Crime
DEA	Department of Environmental Affairs
DFRR	Department of Forestry and Range Resources
DIM	Direct Implementation Modality
DISS	Directorate on Intelligence, Safety and Security
DLUPU	District Land Use Planning Unit
DOT	Department of Tourism
DVS	Department of Veterinary Services
DWA	Department of Water affairs
DWNP	Department of Wildlife and National Parks
EA	Executing Agency
ENSO	El Niño-Southern Oscillation
ESIA	Environmental and Social Impact Assessment
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FPIC	Free and Free Prior and Informed Consent
FPIC	Free Prior and Informed Consent
GEF	Global Environmental Facility
GH	Ghanzi District
GOB	Government of Botswana
GRM	Grievance Redress Mechanism
GWP	Global Wildlife Programme
HWC	Human Wildlife Conflict
IA	Implementing Agency

IA EA	International Atomic Energy Agency
IDDC	International Disability and Development Consortium
ILMP	Integrated Land-use Management Plan
ILUP	Integrated Land-Use Plan
IPPF	Indigenous Peoples Planning Framework
IPPF	Indigenous Peoples Planning Framework
IWT	Illegal Wildlife Trade
IWT	Illegal Wildlife trade
JOC	Joint Operations Committee
JVP	Joint Venture Partnership
KD	Kgalagadi District
KGDEP	Kgalagadi-Ghanzi Drylands Ecosystem Project
KTP	Kgalagadi Trans-frontier Park
LB	Land Board
LEA	Local Enterprise Authority
LOA	Letter of Agreement
LUCIS	Land Use Conflict Identification System
M&E	Monitoring and Evaluation
MENT	Ministry of Environment, Natural Resources Conservation and Tourism
MLWS	Ministry of Land Management water and Sanitation Service
MOA	Ministry of Agriculture
MOU	Memorandum of Understanding
MTR	Mid-term Review
NAC	National Anti-Poaching Committee
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Consultant
NGO	Non-Government Organisation
NIM	National Implementation Modality
NPAD	National Policy on Agricultural Development
NRM	Natural Resources Management
NRMP	Natural Resource Management Project
PAC	Problem Animal Control
PB	Project Board
PFD	Project Formulation Document
PIMS	Project Information Management System
PM	Project Manager
PMU	Project Management Unit
Pro-doc	Project Document
PSC	Project Steering Committee
S&CD	Social and Community Development
SEMP	Strategic Environmental Management Plan
SESP	Social and Environmental Screening Procedure
SLM	Sustainable Land Management
SRF/LF	Strategic Results Framework/Logical Framework

TA	Tribal Administration
TAC	Technical Advisory Committee
TBWP	Total Budgets and Work Plans
TFCA	Trans-Frontier Conservation Area
TOC	Theory of Change
ToR	Terms of Reference
UB	University of Botswana
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
VDC	Village Development Committees
VDC	Village Development Committee
VET	Village Extension Team
WHO	World Health Organisation
WMA	Wildlife Management Area

1. Executive Summary

Project Summary Table				
Project Title:	**Managing the human wildlife interface to sustain the flow agroecosystem services and combat illegal wildlife trafficking in the Kgalagadi and Ghanzi drylands (Kgalagadi and Ghanzi Drylands Ecosystem Project)**			
GEF Project ID:	9154		***at endorsement (US$)***	***MTR (US$)***
UNDP Project ID:	5590	**GEF financing:**	5,996,789	1,784,311
Country:	Botswana	**IA/EA own (UNDP core): in-kind**	1,000,000	Not given at MTR
Region:	Southern Africa	**Government: in-kind**	21,000,000	614,483
Focal Area:	MFA	**Other: BirdLife Botswana**	500,000	2,755
Operational Program:	Global Wildlife Programme	**Total co-financing:**	22,500,000	
Executing Agency:	MENT	**Total Project Cost:**	28,496,789	2,401.549
Other Partners involved:	BLB (Birdlife Botswana) and Other CSOs	**ProDoc Signature (date project began):**	01 November 2017	
		(Operational) Closing Date:	31 December 2023	

Project Description

Natural resources management in the Kalahari landscape is characterised by competition and conflict between conservation goals, economic development and livelihoods. Home to large herds of angulates 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 other livelihoods based on natural resources - e.g. subsistence livestock-keeping. Wildlife Management Areas (WMAs) which are meant to support wildlife-based economic activities and secure migratory corridors linking the Kgalagadi Trans-frontier Park (KTP) and the Central Kalahari Game Reserve (CKGR) continue to be lost to livestock encroachment, due to delayed gazettement. Wildlife is under additional threat from poaching, wildlife poisoning and illegal wildlife trade (IWT). The recent ban on hunting has reduced benefits from community-based natural resource management (CBNRM) (which in the context of Botswana has largely been based on consumptive use i.e. hunting) of wildlife, arguably reducing incentives for conservation. Stakeholders lack the planning tools, institutional coordination and operational capacities to balance competing needs and optimise environment, social and economic outcomes. In particular, there is weak coordination in tackling poaching, wildlife poisoning and IWT, weak capacities for improving rangeland management in the communal lands and limited incentives for local communities to protect wildlife. The project is intended 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).

Project Progress Summary

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. The project currently operates under a Direct Implementation Modality (DIM) but was designed as a Nationally Implemented Modality (NIM). This weakens the United Nations Development Programme Country Office (UNDP CO) as the Global Environmental Fund (GEF) Implementing Agency's Project Assurance role and lessens the national ownership of the project's ownership. The initial Social and Environmental Screening Procedure (SESP) was inadequate and the 2014 hunting ban likely resulted in a focus on alternative livelihoods and value chains in the project design which are proving to be both inadequate and ineffective in achieving the project objective. Due, both to inappropriate selection of activities, and underlying weaknesses and inequalities within the communities which, if left unaddressed, will militate against any successful community-based enterprises or value chains as well as the wise use of natural resources and community cohesion. The subsequent reversal of the hunting ban has fundamentally changed the landscape that the project operates in[1]. The Project Management Unit (PMU) is under-resourced in terms of human resources in terms of skills (e.g. sustainable land management (SLM)) and in terms of the magnitude of the tasks (the Project Document 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 and this has also resulted in poor financial controls on budgeting.

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. At times there is an inertia which militates against adaptive management resulting in a failure to act when interventions are not going as intended (e.g. a poor Value Chain Report accepted and implementation began despite considerable reservations at many levels of the project). Whether this is due to a lack of authority in the PMU to make decisions based on evidence or the diffused decision-making across the project structure is not clear to the MTR.

[1] Given this, and the fact that the GWP PFD stipulates that projects should explore non-consumptive use options, any proposal to directly support hunting through this project would constitute a fundamental change in the scope of the project and this would require reformulation and resubmission to the GEF Secretariat for re-approval - it is important that this is understood by all and creates specific challenges to the project going forwards.

All four components are currently well-behind where they might reasonably be expected to be at this stage in the project cycle. Of the 15 log frame indicators 1 is Satisfactory, 3 are Moderately Satisfactory, 1 is Moderately Unsatisfactory, 3 are unsatisfactory and 6 were unreported on. Component 1 needs to refocus on a more consensual and collaborative approach to combatting illegal wildlife use and refocus its efforts on the monitoring and interpretation of data to inform management and pay cognisance to the ESIA and ESMP because this is critical to its success. Component 2 needs to be refocused. The delays in implementing this component have arguably saved the project, at the same time setting it well-behind in terms of delivery, because the whole strategy needs to be re-thought in line with the revision of the resumption in hunting and the inherent weaknesses and inequalities in the CBNRM programme and hunting sector in Botswana. Empowerment of the Kalahari-Kgalagadi Drylands Ecosystem (KGDE) communities is critical to the project's success but there are reasonable concerns about CBNRM component and hunting *per se* (see footnote 1 above). The resumption of hunting provides a motivation for the Trusts to self-organise. However, a narrow focus on the revenues from hunting without addressing issues related to hunting and the CBNRM programme will likely take the project off-track of its objective and conflict with the original Global Wildlife Programme (GWP) Project Formulation Document (PFD). Opportunities are present for the project to engage with the Trusts in terms of capacity building and the inclusion of the full range of ecosystem goods and service within the purview of the Trusts. It is likely that the Trusts will focus on the revenues from hunting and it is not for the project or GEF to prevent them from doing so; neither would either party consider doing so. However, the opportunity now exists to engage with the Trusts renewed activity in order to build social capital, internal governance and the capacity to consider natural resource management (NRM) in its entirety.

Component 3 is well-behind where it should be expected by this stage. Furthermore, the sequencing of components 2 and 3 are out of sync. Component 3 should have informed Component 2. The ILMP is now gaining momentum but it is a considerable undertaking and meaningless unless the other components work. It needs to be accelerated and there needs to be firm government commitment to addressing issues such as the de-zoning of the WMAs which will have serious and detrimental repercussions on the project and the continued installation of boreholes which is a slower but similar process – they both erode the project's objective, directly or by default. The extent and magnitude of any resulting impact is dependent on which parts of the WMAs are de-zoned, and whether some parts of the WMAs could be restored (as an offset for the de-zoning). Compromises must exist, and these need to be grounded in ecosystem resilience, clearly articulated and recognised across all agencies involved in land management issues in the KGDE. At present the Integrated Land-Use Management Plan ILMP is a work in progress by the project and as such it represents a technical approach to spatial distribution of land uses which is extremely important. However, it is not being accompanied by a robust and representative forum of land-users and land agencies where sensitive topics, including the trade-offs between land uses are discussed and considered against future plausible scenarios.
The commitment of the GoB is not clearly signalled by the apparent hesitation to decisively move on gazzeting the WMAs and synergizing policies on issues such as boreholes and other infrastructure.

Component 4 is progressing reasonably well but it is critical that this component ties the other components together – communication and advocacy and implementing the Environmental and Social Management Plan (ESMP).
The original SESP did not identify all relevant risks and under-rated the significance of most of the risks that it did identify. The situation has been revised to be a high-risk project which has yet to meet many of its objectives, including lack of having a grievance redress mechanism (GRM), and

lack of confirmed Free Prior and Informed Consent (FPIC) results due to a lack of a field presence in the social safeguards work.

MTR Ratings & Achievement Summary Table

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: "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". Moderately Unsatisfactory Targets for indicator 1: self-reported to be on target at mid-term. However, insufficient evidence provided to the MTR to demonstrate this. there are 3 IDDCs operational, but not in the project domain - instead they are in Chobe, Ngamiland and Central District. There are meant to be 3 in the project area. It is not clear how these structures can be operational when data sets are still "paper-based". No data available for Capacity Score Cards at this point. This target (associated with component 1) will require greater PMU involvement and better reporting to demonstrably achieve by project end. Targets for indicator 2: 300 people – Mid Term review (MTR) self-reported 37 people. Not on track. Will require significant adjustments to achieve by project end. Target for indicator 3: No data available against baseline at MTR. Will require adjustments to achieve by project end.	The project has performed poorly in the first half and there are a number of strategic weaknesses in the design which, when coupled with weak implementation prevent the 4 components from mutually reinforcing each other. Additionally, there are two significant issues which either by default or decision will prevent the project achieving its objective. These are the de-zoning of the WMAs and the continued expansion of boreholes into the WMAs. A decision to de-zone and/or continue borehole expansion would be an existential threat to the project's chance of reaching its objective. Prevarication on the issue is a chronic but equally detrimental challenge. The KGDE is a socio-ecosystem and its resilience against shocks and surprises lies in its diversity and connectivity. The project has the ability to address the challenges to both of these – the draft ESMP and the ILMP[2] – both of which need to be addressed with urgency. An inadequate SESP in the project design failed to identify numerous issues which need to be addressed in order to make the system resilient. All four components must embrace the ESMP as a means to ensure that what emerges is socially, economically and ecologically resilient.

[2] Reference is made to the ESIA (and elsewhere the ESMP) - it is important to note that these documents are still under development (i.e. they are in draft form - have not yet been finalized and cleared, nor posted for public disclosure - all of which will still have to happen).

	Outcome 1 Achievement Rating: Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade). Moderately Unsatisfactory Target for indicator 4: No data available at MTR. Target for indicator 5: No data available at MTR. As indicator 1 above. A database – which provides a broad range of variable and can track cases through the Courts is necessary. This database would need to be well-thought through and produce data sets that could be compared against other socio-political, economic, ecological and policy variables. Anti-poaching depends not just on identifying the weaknesses in the enforcement system but also in understanding a complex system and a wide range of very dynamic motivating factors.	There have been some successes in establishing the JOC, training and better agency coordination although the MTR did not see any clear evidence of this. However, it is not showing the adaptive changes – in its approach to local communities and the use of data to inform policy and not just operations. Rigorous data analysis and robust examination of espoused policy and operational practices needs to take place.
	Outcome 2 Achievement Rating: 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 Unsatisfactory Target for indicator 6: Mid-term targets is “at least 2”. Self-reported “0 ecotourism 2 value chains” 2 at mid-term. MTR challenges mid-term target (BOROVAST) as being 1 “value chain” and relevance to outcome and project area. Target for indicator 7: “100% increase” self-reported. It is not clear how this is calculated and data not disaggregated by gender. Not on track. Will require significant adjustments to achieve by project end.	The initial conceptual approach to this outcome and an over-reliance on value chains and an alternative livelihoods trade-off strategy was flawed. The identification of projects was not screened against the theory under-pinning the approach. There is considerable confusion within the project and the intended beneficiaries. Implementation of this component has not taken advantage of the existing NGO sector in the KGDE. Furthermore, changes in the regulatory framework relating to hunting have fundamentally changed the dynamic of the local communities within the socio-ecosystem with many Trusts reportedly seeking to obtain the hunting revenues without actually addressing some of the internal weaknesses within the system. The identification of the projects in this component does not address the human-wildlife interface although a second round of project identification is much better aligned. However, it remains that this component essentially tries to address an adaptive challenge through a conventional rural development fix. An alternative livelihoods approach suggests a *quid pro quo* with resource users giving up one opportunity in return for another. Regardless of the risks of exposure to untested markets, comparative values of replacement resources/opportunities, skill needs and capacities; where biodiversity and ecosystem function loss is a result of

	Target for indicator 8: No data available at MTR. The means by which this indicator is monitored needs to be re-thought. An adaptive management response within this component cannot ignore the economic value to the Trusts of the hunting revenues. However, in line with the project objectives, it should not focus on a single issue (e.g. hunting) but should continue to develop the capacities of the Trusts, the unit of management, to consider the full range of natural resources (grazing, sustainable agriculture, veld products) as well as the basic governance issues – authority and responsibility, equitable distribution of costs (e.g. HWC) and benefits (e.g. increased cohesion and resilience), etc…	competing land uses rather than direct exploitation of a resource, alternative livelihoods, even where successful in economic terms, may not prevent further degradation. *"Market led approaches to conservation are on the whole robust and effective, however, economists might want to simplify the equation by putting a financial value on the quid pro quo of the trade-off. But, it is important to bear in mind basic human nature in respect of determining a range of motivations and values. Self-reliance, independence, the security to manage their resources and determine their future are all characteristics of rural communities and can be strong motivational factors in encouraging sustainable management of natural resources. The alternative livelihoods trade-off approach implies an element of conceding or relinquishing territory and resources, or authority and responsibility, in return for increased dependence upon an external provider. While this may not always be the case it is important to bear this in mind[3]".* In marginal and unpredictable systems (which arguably any arid system is) livelihood strategies need to be based in a range of opportunities and it is likely that no single livelihood activity on its own provides the hedge against stochastic and cyclical risks.
	Outcome 3 Achievement Rating: 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 Moderately Satisfactory Target for indicator 9 & 12: The ILMP is not ready. Work is ongoing and it will require considerable effort by the PMU and partners to complete it. Furthermore, it will need an adaptive approach *accompanied by a robust and representative forum of land-users and land agencies*	There is broad recognition that the ILMP to be developed in this component is desperately needed to prevent the present dangers to the KGDE resulting from uncoordinated and conflicting land uses – it is not alarmist to posit that if left unchecked these dangers could easily, or inevitably, result in changing the system from a biologically and process diverse system to a greatly simplified and depauperate system which carries a much higher risk of system collapse. However, this recognition has not translated into action and there has been a general inertia in getting the ILMP development moving. There are signs that this component is beginning to move ahead with the ILMP and, at least in part, develop a common vision. However, at the mid-term these do not amount to an achievement yet. Indicators 10 and 11 refer to specific intervention which might reasonably be expected to show evidence on the ground through the adoption of SLM technologies, approaches and practices at scale. There was insufficient data available at the MTR to demonstrate this and Capacity Score Cards were not evident.

[3] Final Evaluation - Conservation and Sustainable Use of Biodiversity in Dibeen Nature Reserve Project (JOR/02/G35, 00013204) Document submission date: 25th June 2007.

	where sensitive topics, including the trade-offs between land uses are discussed and considered against future plausible scenarios. Target for indicator 10 & 11: No data is available. The narrative report does not reflect the magnitude of what the target is expected to reach by the midterm (e.g. 10 farmers/technical officers on a learning exchange, fire management) and do not reflect a range of technologies, methodologies and adaptive changes necessary. This target – which is a major part of the outcome's measure of success will need to be driven harder and more precisely either through a dedicated PMU position or a component manager both of which now have significant budget implications. Target for indicator 13: No data provided on Score Cards. Needs to be done.	
	Outcome 4 Achievement Rating: 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 Moderately Satisfactory Target for indicator 14: On track. However, measurement needs to be improved in terms of quantifying benefit. Participation is measured but benefit appears to be linked to a single exchange event number 5 women. Target for indicator 15: Insufficient evidence of project generating lessons. Component 1 lessons are either not there or not shared. Component 2 has not generated lessons. Component 3 ILMP has important data and emerging methodologies vis a vis effects of boreholes, data collection and community participation (although	This outcome has achieved some things, notably a gender strategy. However, it does not provide a dynamic and advocative communication function necessary to create a common vision and purpose amongst project partners and stakeholders.

	this is largely generated by existing initiatives) the SLM elements have not generated lessons at this point.	
Project Implementation & Adaptive Management	Moderately Unsatisfactory	Implementation has been poor with a number of operational and procedural weaknesses which have been slow to be resolved. The PMU has been under-resourced but there is weak financial control which has affected the TBWP. The PMU is currently within the UNDP CO and it should be (according to the Project Document) nationally implemented. The current management arrangements are diffuse and the UNDP CO is not in a position to fulfil its project assurance oversight role. The PSC/PB is unwieldy and does not provide the dynamic executive role necessary to implement the project.
Sustainability	Moderately Unlikely	Sustainability is uncertain. With improvements the project outcomes could contribute significantly to the sustainability/resilience of the KGDE system. However, the issue of de-zoning parts of the WMAs and the continued expansion of boreholes are both, and together, critical issues which provide a binary decision – ecosystem resilience *or* a certain future ecosystem collapse with clear implications for social and economic sustainability.

Summary of conclusions

The KGDEP is an important project. The basic strategy makes sense in terms of social, economic and environmental resilience of the KGDE, although it is poorly articulated in the Project Document. Resilience, rather than sustainability, is what the project strives for. Make the KGDE – the sum of its socio-political, administrative, ecological and economic components – resilient to the risks, shocks and surprises, that changes in any one of these key drivers may bring, so that it can continue to exist without loss of the functions for which it is valued.

It would be expedient and negligent to present this as a trade-off between economic development (in the form of the cattle sector) versus conservation (CBNRM and a wildlife sector). Such binary arguments are deeply simplistic and offer little of value in solutions. Arguably, the trade-offs have already been made at a national level between economic development and protecting vulnerable ecosystem goods and services upon which any socio-economic development is underpinned. These trade-offs are represented in the national policy framework and sector agencies. The objective of the KGDEP is not to determine a maximum or a minimum – multi-species or single species – but rather to determine an optimum, spatially, equitably, economically and ecologically - in order to ensure that there is resilience within the system. It is about finetuning (or sometimes even coarsely tuning) the details of how this done.

In order to achieve this and build resilience into the system – economically, socially, politically, ecologically – there needs to be a re-examination of the how the components interact with each other and the processes involved in that. In particular the project needs to remember that its objective is not to determine a maximum or a minimum – multi-species or single species – but rather to determine an optimum, spatially, equitably, economically and ecologically - in order to ensure that there is resilience within the system. It Is about finetuning (or sometimes even coarsely tuning) the details of how this done.
At the MTR the project is not progressing well. However, with remedial actions, taken swiftly it still has an opportunity to achieve its nationally, regionally and globally important objective.

Recommendation Summary Table

Rec. No.	Recommendation & Outcome	Entity Responsible
1	The KGDEP is put under NIM within the MENT and the DEA in line with the arrangements outlined in the Project Document to be compliant with the Grant Agreement and UNDP's on policies for NIM projects.	To be implemented by: UNDP & MENT Timeline: Immediate Priority: Urgent
2	Established a forum for state and non-state actors involved in land use in the KGDE. The purpose of the forum is to openly discuss land use issues – land use planning, CBNRM, regulatory enforcement, resource-based enterprises, hunting, private sector involvement and JVPs. It should cut across all 4 components and inform the ILMP process.	To be implemented by: MENT/DEA. Timeline: Immediate Priority: Urgent
3	Engage through a competitive process, a substantive Project Manager to the PMU.	To be implemented by: MENT – UNDP CO to confirm. Timeline: Immediate Priority: Urgent
4	Review the project SRF/LF indicators and targets. Consider:	To be implemented by: PMU – UNDP CO M&E to provide oversight – PSC/PB to approve - RTA to confirm compliance with GEF requirements. Timeline: Immediate

	Component 2 – transfer indicator 8[4] to Component 1 and rephrase according to ESIA. Use historical and disaggregated data collected from DWNP to retrofit baseline. Component 2 - *Indicator 6: Number of value chains and ecotourism ventures operationalized*. Consider maintaining the indicator and use against the remaining livelihood projects to be supported by the project and add an additional indicator to measure the capacity building with the Trusts[5] to be defined through the ESIA -see below Recommendation 6 & 7. Component 2 - *Indicator 7: Percentage increase in incomes derived from ecotourism and value chains*. Remove this indicator and replace with an indicator that reflects the project's impact on increased social capital and empowerment of Trusts. Retrofit the baseline. Component 4 – include an additional indicator(s) to reflect the findings and recommendations of the ESIA, in particular the effectiveness of the GRM (separate indicator)	Priority: Urgent
5	Review all the Component 2 proposed projects and reject those that do not contribute to the KGDEP objective (see Annex 20) and are spatially aligned with the ILMP.	To be implemented by: PMU – PSC/PB to approve Timeline: Immediate Priority: Urgent
6	Component 2 should be reviewed against the ESIA findings and an Output added to reflect support to capacity building with Trusts.	To be implemented by: PMU & CTA – PSC/PB to approve - RTA to confirm with GEF. Timeline: Short-term Priority: Urgent
7	Under Component 2 identify and engage NGO partners to implement Component 2 activities (Recommendations 5 & 6).	To be implemented by: PMU – PSC/PB to approve Timeline: Short-term Priority: Urgent
8	Develop time-bound Output Indicators (linked to the outcome-level indicators) with a "traffic lights" colour coding system for the remaining part of the project implementation.	To be implemented by: PMU to develop & ESIA Consultant to confirm compliance with ESIA/ESMP recommendations – PSC/PB to approve Timeline: Immediate Priority: Urgent
9	Implement the findings of the ESIA and the ESMP including operationalising the GRM for the project. All Component activities to demonstrate Free and Prior Informed Consent (FPIC) under the ESMP.	To be implemented by: MENT – UNDP CO to confirm. Timeline: Immediate Priority: Urgent
10	The PMU should, following the management response to the MTR, begin to develop a legacy plan with the project's partners and aligned with the upcoming Botswanan Green Climate Fund project on rangeland management (developed by Conservation International).	To be implemented by: PMU – PSC/PB to approve. Timeline: Medium-term Priority: Urgent
11	The PSC/PB should be reduced to a small executive group according to the Project Document and should include more representation from the Trusts	To be implemented by: PMU – MENT/DEA to approve Timeline: Immediate Priority: Urgent

[4] Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions.

[5] Annex 21 provides a framework for monitoring Trusts which can be adapted by the project – possibly as a score card approach

2. Introduction

2.1 Purpose and Objectives of the MTR

1. The Mid Term Review (MTR) is primarily a monitoring and adaptive management tool to identify challenges and outline corrective actions to ensure that a project is on track at the mid-term of the project cycle to achieve maximum results by its completion. The primary output/deliverable of this MTR process is the MTR report. The MTR report will provide evidence-based information that is credible, reliable and useful and is intended to be used by the Implementing Agency (UNDP), the Executing Agency (MENT) and its PMU, in order to make practical adjustments to the project's implementation framework, operational management, activities and internal budget allocations wherever necessary in order to achieve its stated objective. Once accepted by the Implementing Agency the MTR Report becomes an integral part of the overall adaptive project cycle management.

2.2 Scope of the MTR:

2. The MTR team reviewed all relevant sources of information including documents prepared during the preparation phase (i.e. PFD, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure (SESP)), the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review. The MTR team should review the baseline GEF focal area Tracking Tool (The Global Wildlife Programme (GWP) GEF-6 Tracking Tool) submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool (The Global Wildlife Programme (GWP) GEF-6 Tracking Tool) and partner agency Capacity Score Cards[6].

3. The MTR team reviewed and assessed the following four categories of project progress towards results as outlined in the project's results framework and according to the Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects[7]:

    - Project strategy including the project's design and the results framework (log frame).
    - Progress towards results using the indicators selected[8] during the project's design and observations made during the field mission and desk work.
    - Project implementation and adaptive management including the management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation, stakeholder engagement, social and environmental standards (safeguards), reporting and, communication and knowledge management.
    - Sustainability of the project's outputs and outcomes[9] including an assessment of the financial risks, socio-economic risks, institutional frameworks and governance, and the environmental risks to sustainability.

[6] These tracking tools were incomplete or still being completed or not presented to the MTR.
[7] *Ibid* [2]
[8] Where information was available.
[9] The interchangeability of the terms "outcome" and "component" is a feature of many GEF project SRF/LFs. For the avoidance of doubt, the KGDEP has 4 Outcomes and 4 Components and there is equivalence. The MTR uses the term "component" in the narrative because this appears to be the parlance used in the KGDEP.

4. Additionally, the MTR reviewed the impact of the COVID-19 pandemic on the overall project management, implementation and results (including on indicators and targets) and assessed the project's response including and not limited to responses related to stakeholder engagement, management arrangements, work planning and adaptive management actions.

2.3 Methodology and Approach

5. The MTR was carried out by a two-person team consisting of a National and International Consultant between March26th March and the 2nd of June 2021. Due to the current COVID-19 pandemic the international Consultant was unable to visit Botswana and the field missions were carried out by the National Consultant (NC).

6. The MTR utilized three sources of primary data and information:

7. **Desk review:** the documentation covering project design, implementation progress, monitoring and review studies, local and national development plans, policies and regulatory instruments. Particular attention was given to the Draft Environmental and Social Management Framework (ESMF), Draft Environmental and Social Impact Assessment (ESIA), and the Draft Indigenous Peoples Planning Framework (IPPF)[10] which was developed during the period of the MTR. This covered, and elaborated, on the documents listed in the UNDP TOR, a working list of which is presented in Annex 5.

8. **Interviews, stakeholder consultations and field missions:** additional information collection and validation took place through remote and (where possible) face-to-face consultations with a wide range of stakeholders (see Annex 8), using "semi-structured interviews" with a key set of questions in a conversational format. The questions asked aimed to provide answers to the points listed in the evaluation matrix in Annex 2. An initial list of generic questions is provided in Annex 9, which was refined according to specific stakeholder interviews during the field mission and by follow up communication through internet virtual tools and platforms and telephone calls as necessary. Interviews were confidential and the information is used discreetly without attribution. Information from interviews was triangulated and validated, where necessary, before inclusion in the analysis and reporting. Interviews started with an introduction about the aims and nature of the review and informing the interviewee that they have the right not to respond if they so wish.

9. Interviews and the information collected has been disaggregated to reflect the different stakeholders (e.g. Implementing Agency – Executing Agency – PMU – implementing partners – beneficiaries). These are provided in Annex 9 as an interview guide and not a rigid questionnaire form. Information from the interviews was collated and analyzed to provide evidence-based conclusions on the overall performance and impact of the project.

10. **Direct observations of project results and activities:** wherever possible from the project area including consultations with local government and local agencies, local community representatives, project partners, CSOs and participants in field activities. A logistical plan designed to provide a robust sampling of stakeholders is provided in Annex 10.

11. Gender equality and women's empowerment were assessed through collecting gender-disaggregated results arising from project activities, inclusion of women participants and relevant

[10] This was still under development during the MTR and is not yet finalized. It has yet to be posted for the mandatory public disclosure period.

women's groups in the MTR interviews and specific questions regarding the extent to which they were included in project implementation and/or benefited from the project. Specific attention was given to analysing examples, best practices and lessons learned regarding women's empowerment arising through the project's scope of activities.

12. Following the data collection phase, the MTR team analyzed the information according to the MTR guidelines and the Terms of Reference (ToR) in order to draw conclusions and propose any recommendations. A draft MTR Report was subsequently circulated to key stakeholders for comment and feedback. The final MTR Report is submitted including an audit trail documenting the feedback from stakeholders as a separate Annex.

2.4 MTR constraints

13. Due to the Covid-19 pandemic this MTR was delayed by approximately six weeks. In order to try to recover some of the time lost and meet the wider GEF milestones the MTR team began detailed analysis of the components of the project which did not need primary information from stakeholders and project sites. In particular, this entailed discussions with the PMU and CTA to develop a collective understanding of the emergent complexities and emerging issues related to the KGDEP system; the system-related as opposed to the operational issues. Furthermore, interviews with stakeholder in the field necessitating a field visit and those who could be interviewed using remote means by internet took place concurrently. However, due to the constraints of working in the field a number of interviews had to be sequenced following the field mission to allow both team members to be present (virtually).

2.5 MTR COVID-19 Risk Avoidance and Mitigation

14. The MTR progressed on the basis of avoiding any raised risk of infection. The MTR followed the Covid 19 protocols of the Government of Botswana (GoB) and UNDP guidance as well as that provided by the World Health Organisation (WHO) (see https://www.undp.org/content/dam/rba/docs/COVID-19-CO-Response/undp-rba-covid-botswana-apr2020.pdf and https://www.gov.bw/about-covid-19 , https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public).

15. This included:

- Testing the NC before and after traveling to the project sites.
- Providing sufficient hand sanitizer and an anti-virus cleaner to wipe down surfaces before and after any meetings.
- Providing a hand-thermometer to test body temperatures of any participants in meetings.
- Masks were worn at all times by all participants.
- Social distancing of 2m apart. Meetings requiring seating were arranged beforehand with seating socially distanced.
- All meetings held in doors were in a venue sufficient to comply with social distancing and were well-ventilated.
- Meetings and interviews were held outdoors whenever practicable.
- Wherever possible interviews were carried out using telecommunications and internet technology.
- The NC tried to travel to community meetings (possibly entailing additional travelling) rather than requiring large numbers of people to travel to the meeting.

2.6 Structure of the MTR report

16. This report is structured in line with the guidance given on conducting MTRs of UNDP-GEF projects and in accordance with the MTR ToR:

Section 1 provides an executive summary which provides basic information on the project, a brief description of the project and its progress to date, the MTR ratings and achievement table, summary of conclusions and recommendations.
Section 2 provides a description of the review process and methodology.
Section 3 describes the background and context of the KGDEP including the problems that the project sought to address, the objectives, outcomes and means of monitoring and evaluation, the implementation arrangements, a timeline and key milestones as well as a summary of project stakeholders.
Section 4 presents the main findings of the MTR on all aspects including the project's strategy, its progress towards results, the performance of its implementation and efficiency of adaptive management as well as assessing the sustainability of the project outcomes.
Section 5 provides the MTR conclusions and recommendations.

2.6.1 MTR ratings

17. The MTR uses the following ratings to assess progress and impact in the following areas. It is important to keep in mind the descriptive part of the rating.

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.

2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

3. Project Description and Background Context

3.1 Development Context

18. The KGDEP is a "Child Project" under the larger Global Wildlife Programme (GWP). Launched in 2015, the GWP - A Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development - is a $131 million grant program funded by the Global Environment Facility (GEF) and led by the World Bank Group. The GWP seeks to address the illegal wildlife trade (IWT) across 19 countries in Asia and Africa by serving as a platform for knowledge exchange and coordination, and supporting on-the-ground actions[11].

19. Botswana is an emerging middle-income country with a per capita GDP of $7,961 (2019)[12] with a total population of 2,321,291 people. Travel and Tourism is the secondary earner of foreign exchange (after diamonds); it contributed 3.3% of total GDP in 2014, with a preCovid-19 pandemic forecast to rise to 3.8% by 2025[13]. However, these figures need to be re-considered in light of the 2020 Covid-19 global pandemic. The photographic safari sector/wildlife tourism sector, and the revenues that they may generate, are possibly greatly reduced in the foreseeable future[14],[15]. The MTR should not fix on one particular scenario other than to say that there is considerable uncertainty across this, and other sectors. At 2.6% of GDP, livestock production (mainly beef) is in third place. Wildlife and wilderness are Botswana's key tourist attractions. The country is home to a large proportion[16] of Africa's elephants (120,000 - 1600[17]), and a growing rhino population[18], rebuilt over the years from relocations from South Africa and Zimbabwe. The Kalahari ecosystem is particularly important, covering an area of more than 22 million hectares across one of the

[11] https://www.thegef.org/sites/default/files/publications/GWPBrochureWEB.pdf
[12] https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=BW
[13] Source: KGDEP Project Document
[14] https://ec.europa.eu/newsroom/intpa/items/682079
[15] https://annaspenceley.wordpress.com/2020/05/14/covid-19-and-protected-area-tourism-survey-draft-analysis-for-comment/
[16] There are a number of estimates *inter alia*: ranging from the peer reviewed and authoritative, https://portals.iucn.org/library/sites/library/files/documents/SSC-OP-060_A.pdf, to http://www.greatelephantcensus.com/.
[17] Republic of Botswana Ministry of Environment, Natural Resources Conservation and Tourism, BOTSWANA ELEPHANT MANAGEMENT PLAN AND ACTION PLAN, 2021 - 2026
[18] Source KGDEP Project Document – it should be noted that both these species occur predominantly in the North of Botswana and not within the project domain.

largest sand basins in the world. The Kgalagadi and Ghanzi districts are part of the Kalahari ecosystem, which is a critical wildlife refuge.

20. In addition to large herds of herbivores such as eland, gemsbok, blue wildebeest, springbok, giraffe, steenbok, red hartebeest, ostrich, kudu and smaller antelopes, the Kalahari ecosystem plays a vital role in the conservation of six of the seven large African carnivores. It is home to the third largest lion (*Panthera leo*) population, an increasing important population of the endangered African wild dog (*Lycaon pictus*), the third largest population of cheetahs (*Acinonyx jubatus*), and one of the two largest populations of brown hyenas (*Hyaena brunnea*). It is also a core country for one of the five largest transboundary lion populations and one of the largest known resident populations of cheetahs in southern Africa. Leopards (*Panthera pardus*) and spotted hyenas (*Crocuta crocuta*) occur throughout the system[19].

21. The landscape is host to two important conservation areas: The Central Kalahari Game Reserve (CKGR) and the Kgalagadi Transfrontier Park (KTP). The two are connected by Wildlife Management Areas (WMAs) – designated as blocks KD 1, 2, 12, 15 (in Kgalagadi District) and GH 10 and 11 (in Ghanzi District), interspersed by communal grazing areas (Annex 20). The Wildlife Management Areas were introduced in the late 1980s and early 1990s to act as migratory corridors and buffer zones between the protected areas and ranches/cattle posts as well as to serve local communities primarily through sustainable wildlife utilisation. Indeed, the maintenance of the Kalahari as a major wildlife system depends upon connectivity between the Kgalagadi Transfrontier Park (KTP) and the Central Kalahari Game Reserve (CKGR) through seasonal migrations to the mineral rich belt of pans known as the Schwelle that constitute an important wet season calving area.

22. Botswana has strong political will and policies for conservation. At the 2016 CITES CoP20, Botswana strongly supported positions (within proposals 14, 15 and 15) which prohibit the trade in ivory, breaking from the SADC position. Despite the fact that Botswana has put in place a strong strategy to protect wildlife, poaching of lions, leopards and cheetah remains a serious concern and is increasing, albeit at a lower rate than in neighbouring countries[21]. At the time of the KGDEP project design, the GoB passed into legislation a moratorium on hunting in Botswana[22] although this was effective only on state lands[23].

3.2 Problems the Project Sought to Address

23. Despite the strong commitment by the GoB to antipoaching and against wildlife crime and trafficking, misuse of poisons to kill wildlife is rapidly emerging as a key threat, often done deliberately to kill the mammalian carnivores or kill vultures, which are sentinels for poaching incidences[24]. Continued poaching of the large-bodied carnivores and other iconic mammals would reduce the viability of tourism at a time when Botswana is diversifying its economy away from

[19] Source: KGDEP Project Document
[20] CITES COP 13, Johannesburg, South Africa
21 Kholi, Adrian 2016: Baseline Assessment report on threats to wildlife in Botswana. UNDP Project
[22] Joseph E. Mbaiwa (2018) Effects of the safari hunting tourism ban on rural livelihoods and wildlife conservation in Northern Botswana, South African Geographical Journal, 100:1, 41-61, DOI: 10.1080/03736245.2017.1299639
[23] On freehold lands and on land under TGLP commercial areas designated in communal areas, hunting continued, though this was not widely publicised.
[24] Vultures circling over carcasses indicate possible cases of poaching, and so these birds are often directly targeted so as to reduce/eliminate chances of poachers being caught.

being dominated by diamonds, and risks foregoing the opportunity for rural economic development based on wildlife tourism.

24. At the landscape level, wildlife, ecosystem integrity and livelihoods are threatened by loss of wildlife migratory corridors due to non-gazettement of the WMAs connecting CKGR and KTP[25]; land and range degradation, and human-wildlife conflicts; all of this; exacerbated by impacts of climate change. The WMAs in Kgalagadi District are yet to be formally gazetted and expansion of livestock into these and communal areas has led to severe competition for space between wildlife, people and cattle with corresponding escalating incidents of human-wildlife conflicts. Wildlife movements have been significantly curtailed due to a combination of factors, including the encroachment of cattle grazing, erection of fences, fragmentation of land for cattle ranching, human settlements (which monopolise the open water sources), and, possibly, unmanaged hunting.

25. Natural resources utilization in the landscape is characterised by competition and conflict at several levels: i) between livestock production, which supports Botswana's large beef sector, and wildlife conservation. This is because livestock numbers have increased significantly and beyond acceptable limits within the WMAs and have almost entirely blocked critical wildlife movements in the area; ii) between commercial livestock production on ranches and subsistence livestock rearing on communal lands, including within restricted areas within the WMAs. Residents in the WMAs and communal lands, who constitute some of the poorest in the country, are powerless to prevent owners of large cattle herds, often from outside of the area, grazing their herds in the WMAs. This is exacerbated by the dual grazing rights, whereby cattle owners can utilise both the 'commons' and their own private ranches; iii) since the ban on hunting of large-bodied vertebrates in 2014, a new conflict has arisen between communities and wildlife (as epitomised by increasing cases of wildlife poisoning) and negative attitudes towards wildlife[26]. The ban exacerbated the market failure, which undermines wildlife conservation in many places – wildlife has high international value but low or negative value at the local level where many important land and resource use decisions are made. In the Kalahari landscape, there are very limited viable alternative wildlife based economic options for communities living in the WMAs, where livestock based economic activities are prohibited *de jure* if not *de facto*. Land Boards are allocating water points, mainly to cattle owners, in contravention of the land use plans agreed upon in 2009 and 2012. The de-zoning process by the two districts will effectively provide additional areas for water point allocation and hence cattle post expansion.

26. In the communal areas, land and rangeland degradation is a challenge to livelihoods, economic development and biodiversity conservation. Land degradation is largely caused by interrelated factors including overstocking, bush encroachment (particularly by *Acacia mellifera* and *Dichrostachys cinerea*), and invasion by alien species of flora (e.g. Prosopis and *Cenchrus biflorus*), over-extraction of groundwater and potential aquifer pollution, unsustainable harvesting of natural resources, and unmanaged fires. Large tracts of Kgalagadi and Ghanzi District burn every year or every several years. Fires are predicted to become more severe and extensive under the El Niño-Southern Oscillation (ENSO) effect[27]. Government-led fire suppression approaches to fire hazards (e.g. prohibition of use of fire to open-up rangelands,) raise questions of sustainability in the long run and are also clearly failing as a fire management approach. This set of circumstances

[25] KGDEP Project Document, p. 9, para. 5.
[26] *Ibid*[5]
[27] The El Niño-Southern Oscillation (ENSO) is a recurring climate pattern involving changes in the temperature of waters in the central and eastern tropical Pacific Ocean.

has led to the current situation where the socio-ecosystem resilience is eroded and the system itself, is struggling to balance the provision of social, economic and ecological goods and benefits.

27. Of key concern is human-wildlife conflict (HWC) in the WMAs and on communal lands, which fuels retaliatory killing of predators following stock losses, in addition to providing an enabling environment for a trend observed in recent years - that of increased incidents of illegal live capture of animals, which are trafficked to neighbouring countries[28]. In many instances, subsistence poaching has transformed into commercial poaching, with emerging trends such as the deliberate poisoning of vultures, which alert law enforcement officers to illegal offtake sites. The baseline study established that on average 68% of all wildlife killed annually in Kgalagadi district were killed for game meat. A total of 701 HWC cases were recorded between 2012 and 2015 in the Kgalagadi district while 496 were recorded for the same period in the Ghanzi district.

28. The lack of suitable groundwater in the area between the CKGR and KTP means that wild animal biomass cannot be simply substituted by domestic stock. The degradation of the Kalahari Schwelle and connectivity between the CKGR and KTP would therefore result in several hundred thousand hectares of rangeland becoming unsuitable for large herbivores, without the possible replacement of the wildlife by domestic stock. The implications for the conservation of Kalahari wildlife as well as rural livelihoods will be profound if fragmentation of the Kalahari System occurs. Furthermore, there are a new and emerging pressures such as a number of areas allocated to mining companies where fracking is taking place, which contributes to a decline in the water table.

29. In summary, the Project Document identified a number of threats to the resilience of the KGDE which can be broadly characterised as:
    - Illegal wildlife use including international wildlife trade, illegal hunting for local and national consumption and the killing of wildlife as a response to HWC.
    - Lack of livelihood opportunities and inequalities in access to resources for poor and marginalised rural communities resulting in over-exploitation of natural resources.
    - Conflicting and competitive land use practices as a result of inefficiencies and inequalities within the agencies tasked with different sector management exacerbated by the absence of a unified and coherent land use policy and planning.
    -

30. The principle barriers to resolving these inequalities and inefficiencies were:
    - Poor coordination and communications amongst the multiplicity of agencies tasked with combatting wildlife crimes.
    - Low capacities of local communities to access and benefit from alternative livelihoods and support for livelihood development.
    - The absence of a unified, multi-sector, integrated land use plan (ILUP).
    - Gender inequalities in accessing resources and services.

31. An additional barrier since the 2014 ban has been:
    - Further erosion of the capacities of community trusts that has occurred since 2014 and the ending of NGO support for CBNRM activities which has contributed the problems faced by communities.

[28] See Republic of Botswana (2013) National Anti-Poaching Strategy: Jealously guarding our national heritage – natural resources

3.3 Project Objective and Outcomes

32. The project sought 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 securing wildlife migratory corridors and increase productivity of rangelands respectively, reducing competition between land-uses and increasing ecosystem the integrity of the Kalahari ecosystem (Component 3); and, Gender mainstreaming, knowledge management, monitoring and evaluation (Component 4)[29].

33. The KGDEP project Objective as stated in the Project Document 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*".

34. This is anticipated to be achieved through four expected Outcomes and ten Outputs:

Outcome 1: *Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade).*

35. Output 1.1: National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started.

36. 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).

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*

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

38. 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.

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

39. 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);

[29] Source: Project Document

40. 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.

41. 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[30];

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.*

42. Output 4.1: Gender strategy developed and used to guide project implementation, monitoring and reporting;

43. Output 4.2: Participatory project monitoring, evaluation and learning strategy developed and implemented to support project management, collate and disseminate lessons; and

44. Output 4.3: Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes

45. Progress, performance and impact of the project is measured by fifteen indicators, two core GEF 6 programme indicators (for the objective) and sixteen project specific indicators (for the four expected outcomes). Their values at the mid-term are assessed against the baselines provided in the Project Document. No revisions were made during the Inception Phase. The project's performance against these indicators is discussed in section 4.2 and is provided in Annex 11.

Objective indicators:

Mandatory Indicator 1 *(for Output 2.5): 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.*

Mandatory indicator 2 (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.
Indicator 3: Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites

Outcome 1 indicators:

Indicator 4: Rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife cases
Indicator 5: Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)

Outcome 2 indicators:

Indicator 6: Number of value chains and ecotourism ventures operationalized
Indicator 7: Percentage increase in incomes derived from ecotourism and value chains

[30] There are 30 remote area communities within the KGDEP

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

Outcome 3 indicators:

Indicator 9: Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KD1, 2, GH 10, 11)
Indicator 10: Area of community lands integrating SLM practices
Indicator 11: Yields of three lead/most commonly grown crops
Indicator 12: Functionality of integrated landscape land use planning and management framework
Indicator 13: Capacity scores for NRM institutions (DWNP, DFRR, DEA)

Outcome 4 indicators:

Indicator 14: % of women participating in and benefiting from the project activities
Indicator 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects

46. In addition to these indicators there is the GWP 6 Tracking Tool, since KGDEP is a Child Project under the larger Global Wildlife Programme[31] and must report on mandatory indicators correctly reflected from the overall programme indicators. In this instance:

1. Number of law enforcement and judicial activities at program sites (Select priority activities):
   b. # of patrol person-days/month.
   c. # of arrests/patrol month.
   f. # of wildlife/wildlife product seizures at program sites.
   g. # of investigations that lead to arrests of wildlife/wildlife products smugglers.
   h. # of prosecutions of wildlife/wildlife product smugglers.

2. Number of people supported by Global Wildlife Program activities at program sites (Select priority activities):
   a. # of people directly employed by the ecotourism sector within vicinity of program site
   b. # of people directly employed as staff dedicated to wildlife management.
   c. # of people employed in new enterprises within vicinity of program site.
   d. # of formal agreements with local communities on wildlife monitoring and conservation established.
   e. # of registered members of community-based organizations and cooperatives.

3. Number of target species poached at program sites (Select priority species):
   - Big cats.
   - And should include protected and threatened species.

47. The principal results expected from the project would be more effective antipoaching activity including i) a revised National Strategy on Antipoaching[32], a coordinating mechanism and better

[31] https://www.thegef.org/sites/default/files/publications/GWPBrochureWEB.pdf
[32] The Project Document described a Strategy for inter-agency cooperation, collaboration and information sharing with regard to poaching and wildlife crime, not an anti-poaching strategy. This has bearing on the comment in footnote 18…whilst the safeguards risks associated with strengthening capacity for addressing wildlife crime should certainly have been better addressed in the original SESP, and plans put in place to

resourced agencies leading to reduced illegal hunting and wildlife crime[33], ii) a number of non-wildlife 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.

3.4 Project Implementation Arrangements

48. UNDP is the GEF Implementing Agency and the Ministry of Environment Natural Resources Conservation and Tourism (MENT) is the project Implementing Partner (Executing Agency) through the Department of Environmental Affairs (DEA). A number of local partners are also supporting MENT with project implementation[34]. These are *inter alia*: Department of Range and Forest Resources (DFRR), Department of Wildlife and National Parks (DWNP), Botswana Tourism Organisation (BTO), Local Enterprise Association (LEA), Cheetah Conservation Botswana (CCB), BirdLife Botswana, University of Botswana (UB), and Botswana University of Agriculture and Natural Resources (BUAN).

49. 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).

50. According to the project's Inception Report, the DEA has been designated as the lead Implementing Partner on behalf of the MENT. Its mandate is to coordinate project activities across ministries, departments and other government and community related structures. These include liaison with district structures such as District Land Use Planning Unit (DLUPU), Department of

manage them, the project never set out to support directly the revision of the Anti-Poaching Strategy, though the safeguards risks associated with this Strategy should of course have been considered, since the project partners would be implementing the Strategy. The project should have set out to develop an Inter-Agency cooperation agreement as the framework for establishing institutional mechanisms for enhanced cooperation, collaboration and intelligence-sharing - in support of implementation of the new Strategy. Comment on first draft report, Regional technical Support Team.

[33] A more thorough and comprehensive SESP in the Project Document should have resulted in ensuring that the National Strategy on Antipoaching would include protection clauses for communities, specific statements saying that there will be no shoot to kill policies in place, and statements about no impunity for violation of human rights by members of anti-poaching units.

[34] The terminology describing the project structure in a GEF project can be confusing given that different GEF Agencies - agencies accredited to implement GEF-funded projects - use different terminology which broadly uses the same terms such as implementation, execution, partners, etc. For the avoidance of doubt; the MTR will use the term Implementing Agency to describe the GEF Agency – UNDP. The Implementing Agency is responsible primarily for oversight (which GEF terms implementation support). The costs for performing these functions are covered by the GEF Agency Fee, which GEF provides. The Implementing Partner or Executing Agency – in this instance the MENT and other subsidiary departments such as the DEA are responsible for executing the project, using the funds to deliver the outcomes as laid out in the Project Document. The term implementing partners or project partners (written without capitals) are used to describe the other agencies (e.g. the DWNP, DFRR, BTO, MOA, etc.) and possibly NGOs which may have a role in the project but are not directly responsible for the GEF grant.

Forestry and Range Resources (DFRR), Technical Advisory Committee (TAC), etc. as well as linking district structures/ project activities with national structures to ensure that there is synergy between project activities and national development plan activities. It is also responsible and accountable for managing and executing the project including M&E activities and supervision of the project manager in as far as implementation of project components is concerned and the effective use of financial resources[35]. The project has since inception, established a Technical Reference Group (TRG) to provide a platform for the District-level government agencies and other project partners participation and shaping of the project's interventions.

51. Lastly, the ***Project Board*** *(also called Project Steering Committee[36](SC)) will be responsible, through consensus, for making management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In case of failure to reach consensus within the Board, final decision shall rest with the UNDP Programme Manager (i.e. the Resident Representative). The terms of reference for the Project Board are contained in Annex 12. 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[37].*

[35] KGALAGADI AND GHANZI DRYLAND, ECOSYSTEMS PROJECT (KGDEP), Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands. UNDP/GEF-funded Project Project Inception Report. 23-24 NOVEMBER 2017

[36] This report will refer to the Project Board as the Project Steering Committee (PSC) because this is the term that is in common usage within the project partners and stakeholders.

[37] Project Document p. 68, para. 123

Diagram 1 Project Management Structure from Project Document

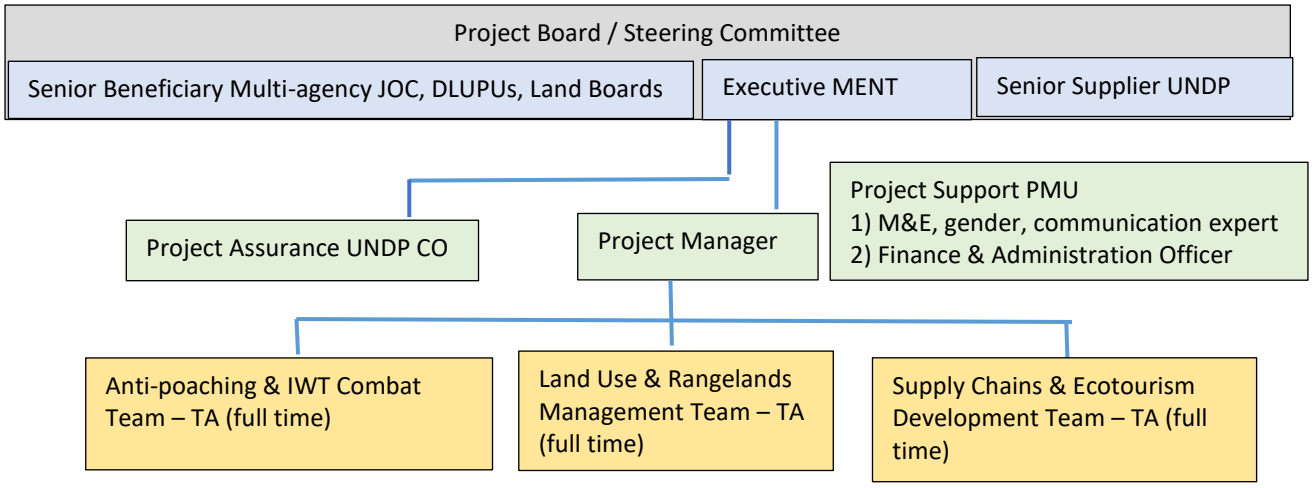
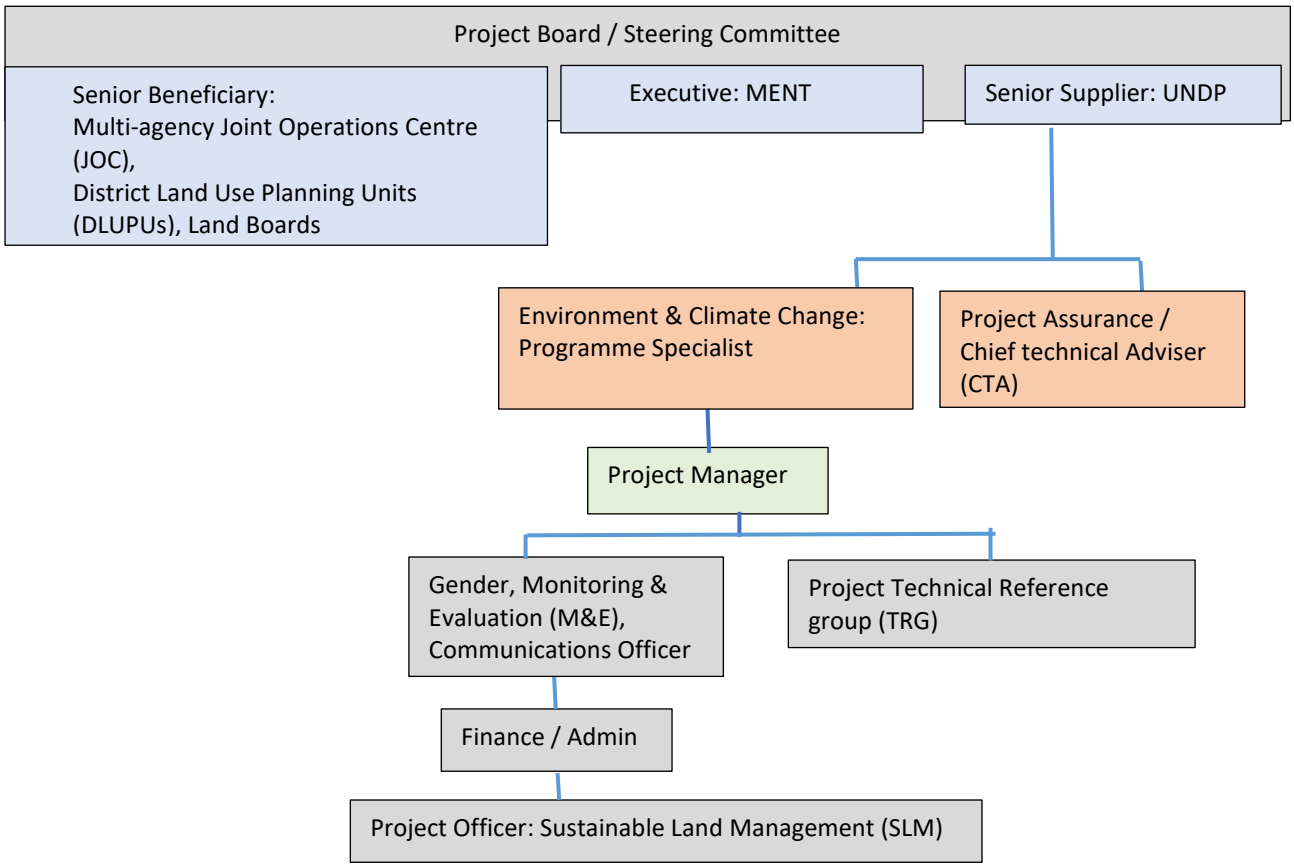


Diagram 2 Actual Project Management Structure



52. The KGDEP is one in a portfolio of the Global Wildlife Program (GWP) projects. The GWP[38] has a global-level mechanism for knowledge sharing, technology transfers and peer support amongst the participating countries, and from the participating countries to the rest of the GEF, UNDP, World Bank, IUCN programs and other participating institutions.

[38] https://www.worldbank.org/en/programs/global-wildlife-program/overview

3.5 Project Timing and Milestones

53. The project started in November 2017 and is in its third year of implementation with a planned end date of the 31st December 2023.

54. The project document and strategy required a rational sequencing of the various components to with component 1 and 3 beginning immediately and the outputs of component 3, the ILUP, providing a framework for subsequent investments to be delivered by components 2[39]. The sequencing was important because the ILUP would decide spatially the type of investment and guide the choice of livelihood interventions according to the spatial criteria of the newly developed ILUP and therefore, assuring synergies between the land use plan, livelihood investments and project objective.

3.6 Main Stakeholders

55. Stakeholders identified during the design of the project are stratified as stakeholders in *italics* have been added by the MTR and were mostly identified during the ESIA process:

Primary Stakeholders at the Landscape level: NRM Priority: Sustainable livelihoods, access to natural resources

Individual resource users

- Pastoral farmers
- Arable farmers
- Commercial farmers
- Game ranchers
- Communities (as harvesters of veld products such as grass, poles, medicines, wild fruits and vegetables) *and as producers of crafts for sale*

Local institutions

- Trusts (CBOs)
- Farmers' committees
- Farmers' associations
- Dikgosi (chieftainship)
- Village Development Committees (VDC)
- Kgalagadi and Ghanzi District Councils
- *Local level women's associations (e.g. family welfare education, water committees, parents-teachers association, and local enterprise committees such as organized craft producers)*

Local businesses

- Butcheries
- Shop keepers
- Traders
- *Bakeries*
- *Car repair businesses*
- Others

[39] Arguably a more logical sequence would have been to make component 3 the second component providing a visual guide sequencing of plan first and then invest given the spatial aspects of land use planning.

Secondary Stakeholders: NRM Priority: System sustainability, efficiency in service delivery, conservation

Wildlife Management and law enforcement agencies

- Department of Wildlife and National Parks (DWNP)
- Botswana Defence Force
- Botswana Police Services
- Administration of justice *(including civil and customary courts)*
- Botswana Prison Services;
- Directorate on Intelligence, Safety and Security (DISS);
- Botswana Unified Revenue Services (BURS).
- Community Rangers (to be convened)

Technical service providers

- Department of Town and Country Planning
- Department of Tourism
- Botswana Tourism Organization
- Land Boards
- Local Authorities
- District Land Use Planning Unit (DLUPU)
- Department of Forestry and Range Resources (DFRR)
- Social and Community Development (S&CD)
- Department of Veterinary Services (DVS)
- Department of Animal Production
- Department of Crop Production
- Department of Water affairs (DWA)
- Water Utilities Corporation
- Department of Environmental Affairs (DEA)
- Department of Wildlife and National Parks (DWNP)
- Agricultural Resources Board (ARB)

Tertiary stakeholder: NRM Priority: System sustainability, economic growth (profit)

Experts (academics, private researchers)
Private sector or business community
International and national NGOs

- Cheetah Conservation Botswana (CCB)
- Botswana Predator Conservation Trust (BPCT)
- BirdLife Botswana
- Kalahari Conservation Society
- *Kalahari Wildlands Trust*
- *Kalahari Research and Conservation*
- *Tanate Sustainable Development Foundation*
- *Ditshwanelo, Botswana Centre for Human Rights*

Politicians and local leaders

56. The most striking aspect of the Project Document's stakeholder analysis is the plethora of secondary stakeholders compared to primary stakeholders. This is significant because the analysis does not convincingly link these stakeholders to the Social and Environmental Screening

Procedure (SESP) which given the power differentials and asymmetry in access to services, contested tenure and a range of other historical and well-documented socio-cultural issues it might have been expected. Annex 13 provides a description of the stakeholders.

3.7 Social and Environmental Screening Template

57. The UNDP-GEF Social and Environmental Screening Process was carried out during the project's design. The screening process did recognise indigenous people in the project area. It gives the KGDEP a Low Risk rating and states that local communities were given prior informed consent[40] and does not identify any serious human rights issues (Annex 14 provides a comparative analysis of subsequent SESP).

4. Findings

4.1 Project Strategy

58. The project's strategy is set out in the Theory of Change. The TOC is useful, in this sense, because it sets out the causal pathways from intervention through to the long-term impacts[41].

59. The KGDEP Project Document does provide a narrative, tabular and diagrammatic representation of the Projects' TOC. These include the explicit assumptions provided in tabular form (Project Document pp. 17 – 19). A tabular version of the Project's TOC is provided in Annex 16.

60. In the Project Document, the Theory of Change, is complex, complicated even, but not unreasonable. It postulates a four-component intervention – strengthening enforcement of wildlife protection, increasing market incentives for wise management and the reduction in human-wildlife conflicts, integrated land use planning and gender mainstreaming and adaptive management - resulting in mid-term impacts: increased efficiency in protection of wildlife, which taken together will result in four broad impacts: increased protection of wildlife and reduced direct threats, incentives for those living closest to the wildlife resources to manage them sustainably and a reduction in competing land uses, effective and pro-wildlife spatial planning and development, and, improved governance with particular emphasis on the governance of natural resources and social and ecosystem resilience.

61. The long-term impacts forecast in the theory of change are that: populations of threatened wildlife in Botswana are stable or increasing, wildlife migratory corridors are continuous and support seasonal migrations, and, rangeland areas are productive and stable[42].

62. The MTR does question the notion of stability in any complex ecosystem and would suggest the term *resilient* provides a more meaningful measure where ecosystem "*resilience can be defined as the capacity of a system to undergo disturbance while maintaining both its existing functions and controls and its capacity for future change*"[43], and also where, "*resilience is determined not*

[40] Q. 7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?
[41] Theory of Change Primer A STAP document, December 2019
[42] There should be caution in any notion of stability in ecosystems and there is certainly no data available through the project to support even a notion of stability in wildlife numbers.
[43] Gunderson, L.H. (2000). Ecological resilience – in theory and application. Annual Review of Ecology and Systematics 31, 425-439.

only by a systems ability to buffer or absorb shocks, but also by its capacity for learning and self-organisation to adapt to change"[44].

63. Therefore, the TOC provides a plausible causal pathway for the overall intervention from outputs through proximal outcomes, intermediate states, impacts and ultimate outcomes. It does not use this specific terminology, but the terms employed would broadly align with this providing these causal pathways[45]. In this sense it may be useful by highlighting a weakness in the overall strategy which was later flagged up (in the Project Document) explicitly in the project's risk analysis as a high risk; suggesting that the designer was aware of the assumption but it remained understated, to the degree that no comparative study or analysis was undertaken to establish plausible land values under different management regimes (e.g. "non-consumptive" wildlife utilisation, livestock and "consumptive" wildlife utilisation).

64. Critically, it does not provide information on the larger "drivers" of change which are shaping the KGDEP system in its entirety. A re-stated ToC is provided in Annex 17. The critical difference between the two ToC is the inclusion of external drivers which can fundamentally influence the course of the project, may not necessarily be evidence-based and therefore may not follow a logical rationale.

4.1.1 Project Design

4.1.1.1 Basis for the intervention and strategy implications

65. The design phase of the KGDEP took place between 2014 and 2015. In 2014 Botswana introduced a moratorium on hunting (the hunting ban). This was based largely on a debate about the effects of hunting on international photographic tourism and unsubstantiated claims about an increase in the level and impact of hunting[46] and in particular, contested data on the illegal killing of elephants in Botswana. Furthermore, there was a focus of this debate on the north of Botswana however, the implications were felt at a national level, regardless of their particular circumstances. The decision to ban hunting in 2014 is broadly considered a political one and was not based upon scientific evidence[47].

66. The focus of the GWP is directed to combatting the international wildlife crime (IWC) which includes the illegal killing of wildlife and international wildlife trafficking *and* addressing the inefficiencies in the human-wildlife interface which, if left unchecked, result in the loss of biodiversity. In this instance, human-wildlife conflict was the key challenge, although at the time

[44] Gunderson, L.H. and Holling, C.S. Eds. (2002). Panarchy: Understanding transformations in human and natural systems. Washington, DC. Island Press.
[45] The terminology surrounding TOC is interchangeable and no criticism is implied
[46] *Inter alia:* Elephant Hunting and Poaching in Botswana: Politics, Popular Grievances and the Power of Animal Advocacy, Keith Somerville. Conservation Frontlines, April 2019, Vol. 1-2, Editorial. https://www.conservationfrontlines.org/2019/04/elephant-hunting-and-poaching-in-botswana-politics-popular-grievances-and-the-power-of-animal-advocacy/; Joseph Mbaiwa, Effects of the safari hunting tourism ban on rural livelihoods and wildlife conservation in Northern Botswana, in The South African geographical journal, being a record of the proceedings of the South African Geographical Society · March 2017; Robert K. Hitchcock, Nicholas Winer, and Melinda C. Kelly. Hunter-Gatherers, Farmers, and Environmental Degradation in Botswana, Conservation and Society AOP; 1 – 12, 2020.
[47] Joseph E. Mbaiwa Community-Based Natural Resource Management in Botswana. In: R. van der Duim et al. (eds.), Institutional Arrangements for Conservation, Development and Tourism in Eastern and Southern Africa, Springer Science+Business Media Dordrecht 2015

of design, the pressure from land conversion was also rapidly increasing because the hunting ban had dramatically affected the pricing and tenure of the wildlife resources within the KGDE system.

67. These two things, the hunting ban and the GWP objectives, have fundamentally shaped the design of the project in the following ways:

- Botswana has a long history of community-based natural resources management (CBNRM) which has been based upon "consumptive" wildlife utilisation[48]. However, by the time of the hunting ban the CBNRM programme had been declining due to an unsupportive government policy climate[49]. The UNDP CO was keen to continue to support the CBNRM progamme because of synergies between it and the UNDP Country Programme[50].

- The inclusion of the project under GWP relates to alignment with programmatic focal areas under the GEF 6 Strategy; when the Botswana submitted the initial concept, programmatic alignment meant that the project would fall under GWP. Part of the GWP objectives speak largely towards protection and enforcement and combatting illegal activity, Component 1.

- Component 2 and 3 relate more directly to the human-wildlife interface objectives of the GWP. Prior to the hunting ban component 2 in particular might have been more related to the Trusts and hunting, and the likely HWC issues would not have been as pronounced as they subsequently became. The hunting ban did not necessarily preclude a CBNRM approach, which could have been aligned around grazing, veld products and eco-tourism. However, there is no denying the impact that the hunting ban had on the communities' preparedness to participate in the time-consuming efforts necessary to develop and maintain CBNRM; and this would be more challenging because the value of the wildlife resources through consumptive use was removed from the equation. Therefore, it is not necessarily correct to attribute the issues that component 2 has faced on the hunting ban alone. Poor design, an alternative livelihoods approach and a focus on value chains (the enterprise level of CBNRM and not the NRM) largely committed component 2 to an alternative livelihood approach which developed into the value chain analysis. It is reasonable to posit that the likely alternatives would venture into untried and untested markets and lack the linkages between wise resource management and benefit.

- The "consumptive use" of wildlife which had until 2014 motivated, perhaps even dominated, the development of the CBNRM programme, the management of wildlife, and

[48] The MTR uses the terms "consumptive" and "non-consumptive" utilisation loosely to denote the difference between utilisation based upon hunting and photographic tourism versus utilisation based solely on photographic tourism (i.e. under the hunting ban). In reality any use is consumptive.
[49] Elephant Hunting and Poaching in Botswana: Politics, Popular Grievances and the Power of Animal Advocacy, Keith Somerville. Conservation Frontlines, April 2019, Vol. 1-2, Editorial. https://www.conservationfrontlines.org/2019/04/elephant-hunting-and-poaching-in-botswana-politics-popular-grievances-and-the-power-of-animal-advocacy/; Robert K. Hitchcock, Nicholas Winer, and Melinda C. Kelly. Hunter-Gatherers, Farmers, and Environmental Degradation in Botswana, Conservation and Society AOP; 1 – 12, 2020.; Power dynamics and new directions in the recent evolution of CBNRM in Botswana, L. Cassidy, Conservation Science and Practice, A Journal of the Society of Conservation Biology, Wiley. 31st March 2020
[50] Government of Botswana and United Nations Sustainable Development Framework (UNSDF), 2017 - 2021

brought financial and material benefits[51] to some rural communities. There were and remain contradictions in this approach which are discussed subsequently in this report. At the time of the hunting ban all Trusts[52] were expected to convert to non-consumptive forms of tourism development, such as photographic safaris[53] as an expectation of the hunting ban and not a project requirement, an indication of the dominance of tourism related activities in the CBNRM programme. This was despite the fact that there is a large body of evidence to show that photographic safari tourism is very often not profitable in areas of low wildlife numbers, species composition or monotonous scenery and in these areas the balance of economic profitability shifts towards "consumptive uses"[54]. `A measure of this can be deduced from the lack of interest by established photographic safari companies in taking up the blocks released from hunting by the 2014 ban, an option that would have suited the joint venture partnership (JVP) approach of the Botswana CBNRM programme. The hunting ban in effect forced the project design to take an alternative livelihoods approach - by providing alternatives to hunting through the development of value chains for non-wildlife veld products, crafts and other income-generating activities (Component 2). An alternative livelihood approach essentially suggests a *quid pro quo* in relinquishing one activity, hunting, in return for benefits equal to, or greater, than the activity relinquished. In theory the *quid pro quo* should work if a community or individuals are faced with a binary decision – hunting versus basket weaving, for instance. However, these situations are very rarely a dichotomy of choice and when there are other alternatives equally damaging for, or exclusive to, wildlife – livestock or cropping – then alternative livelihoods will struggle to provide the forgone benefits, the motivation, to conserve wildlife. In this sense component 2 would be better aligned addressing issues of authority and responsibility, costs and benefits, the Trusts internal governance and organisation, which might allow them to make rational decisions about land and resource use. "*The development of collective management of wildlife production is, however, only half of the picture. Equally important is the management of people: the management of internal conflict and deviance; the management of external relations; the management of market conditions; and fiscal management and revenue allocations[55]".* The point being that a system that recognises the individuals within a collective or community as the *de facto* managers of the land and resources and provides them with the authority and responsibility to make rational choices based on costs and

[51] It is important to note that in pecuniary terms, a benefits metric does not equate to a one size fits all. The sport/trophy hunting sector is complex and nuanced market, for instance the range of species within the KGDE place an emphasis on large carnivores but lacks the ungulate species such as buffalo, or elephants necessary to put together marketable hunts. Furthermore, there are other challenges to the hunting sector in Botswana which are discussed in many of the citations (Cassidy, Martin, ULG, Mbaiwa, *et al.*) within his document, as are the benefits of the sector, and are beyond the mandate of the MTR.

[52] In Botswana the CBNRM programme works through registered community Trusts which can acquire the rights to manage (to some extent) and benefit from wildlife resources within the Trust's defined area. Principally this is a hunting quota which can then be sold or, in the past, kept for community use.

[53] Joseph E. Mbaiwa Community-Based Natural Resource Management in Botswana. In: R. van der Duim et al. (eds.), Institutional Arrangements for Conservation, Development and Tourism in Eastern and Southern Africa, Springer Science+Business Media Dordrecht 2015

[54] Inter alia, Martin, R. B. (2008). Review of Safari Hunting in Botswana: Financial and Economic Assessment. Report for Botswana Wildlife Management Association. Maun, Botswana. And, ULG. (2001). Economic Analysis of Commercial Consumptive Use of Wildlife in Botswana. Botswana Wildlife Management Association. December 2001. Final Report. ULG Northumbrian Ltd, United Kingdom.

[55] Approaches to Community Participation, Marshall W Murphree. In: African Wildlife Policy Consultation, Final Report of the Consultation, p. 153-189, Civil Service College, Sunningdale, Berkshire, United Kingdom, 18-19 April 1996

benefits, the equitable distribution of benefits, the management of internal risks and resilience to external risks should be a prerequisite before considering value chains and enterprises, hunting, cattle production or any other forms of land uses. Working with the small number of Trusts is necessary whether they are deciding to apply for a hunting quota, responding to externally imposed pressures, calculating trade-offs between livestock and wildlife/biodiversity or agriculture or any manner of land and resource management issues.

68. What emerges from this design is a reasonable strategy under the circumstances, but with some weaknesses. Component 1 speaks to the core issues of the GWP with a range of measures to improve coordination and enforcement activities against wildlife crime and the illegal international trade in wildlife. At the time of the project's design there was, contrary to what was popularly held to be true, an increasing effort (although this did not necessarily include coordination between the different services) in antipoaching enforcement including, an increasing militarisation of the activities as more DWNP Anti-Poaching Units moved into the area from the north[56]. Anti-poaching enforcement was considered a highly sensitive and classified operation and was largely given over to the DWPM to design and relates to better coordination and communication between agencies, capacity building and equipment.

69. Component 2 is, to a large extent, disconnected by following an alternative livelihoods approach, arguably; one which allowed it to move into value chains and activities which were largely unrelated to the project's overall outcomes and objectives.

70. Component 3 is more aligned with those of GEF Focal Areas such as sustainable land management, but they also speak directly to the GWP objectives in terms of addressing inefficiencies in land use that result in HWC. Component 4 concerned itself with ensuring that gender equality was mainstreamed throughout the project and that there is a two-way process of knowledge and experience transfer, especially between other projects under the GWP.

71. Component 2 was to address poverty and vulnerability of communities in the project domain by: (i) development and implementation of sustainable nature-based livelihoods under the auspices of a rejuvenated CBNRM programme; (ii) empowering people to participate meaningfully in local-level platforms for collaboration with law enforcement and NRM-management authorities; and (iii) implementation of effective strategies and technologies to reduce, mitigate and manage human-wildlife conflict. Component 3 is to reduce land use conflicts and address land degradation, and aligning the SLM activities with the CBNRM programme. In Botswana CBNRM is a comparatively mature programme and takes a more holistic approach towards conservation through a range of principles that seek to internalise the authority and responsibility for natural resources as well as the costs and benefits within a legally, numerically and spatially defined community. As such it defines the "community" as a *body corporate* conditionally devolving certain rights (the quota) and responsibilities (the Management Plan) to a legal entity, in Botswana this is the Trust. Although the Botswana CBNRM approach does not represent a full devolution of authority and responsibility, it does provide a degree of motivation through the benefits for internal organisation within the Trust to manage wildlife resources sustainably.

[56] MTR key informant interviews; Evans, Segalome (2019) Rapid Assessment Report for the Department of Wildlife and National Parks, 1 November 2018-8 March 2019. Gaborone: Department of Wildlife and National Parks; Dikobe, Leonard and Bolt Othomile (2021) Evaluation of Botswana National Anti-Poaching Strategy 2014-2019. Gaborone: Department of Wildlife and National Parks, UNDP and Global Environmental Facility (GEF).

72. Component 3 was specifically intended to address inequalities and inefficiencies in the land management system that was leading to competing land uses which were negatively affecting the connectivity of the entire Kalahari-Kgalagadi system particularly KD1, 2, GH 10, 11 through the development of an Integrated Land-Use Management Plan (ILMP) which would bring a cohesive and rational approach to conflicting land use sectors and agencies.

73. However, there was an unstated risk that Component 2 could drift towards activities unrelated to the project's stated outcomes. In effect it could become a rural development component largely unconnected with the conservation of biodiversity and the objectives and outcomes of the GWP.

4.1.1.2 Strategic design weaknesses

74. While the project design recognises the issue of HWC, the focus on alternative livelihood strategies and value chains in component 2 takes a "conventional" rural development approach and misses an opportunity to focus on HWC mitigation and the sustainable management of the resource base itself - the grazing (wildlife and agriculture) and agriculture. It is important to note that this starts as a design weakness with a focus on value chains and enterprises. However, there was a missed opportunity to realign this during the inception and which was further driven by a weak value chain report/study. It should also be recognised that, in any "conservation" project there will invariably be a disproportionate amount of pressure on the project management to deliver on income-generating micro-projects as they are often the most visible part of a project on the ground and may speak to the immediate needs of a rural poor constituency. As such, they may have a significantly distorting effect on the level of effort that any PMU must commit to the project as well as distracting stakeholder interest away from more systemic challenges.

75. CBNRM consists of three major components, namely:
    1. Management of natural resources at the community level (the '*NRM*' in CBNRM).
    2. Capacity building of community institutions, improved internal governance, accountability and benefit distribution, etc.
    3. Income generation and employment creation through SMEs (small/medium enterprises) – the motivation for collective management and decision-making/trade-offs.

76. Arguably, component 2 focuses on the third component of CBNRM, the development of enterprises and income generation, which is the activity that will provide the motivation, or incentive, for sustainable management but does not address the management of the resource as a common pool property. In many ways, *any* support programme can implement this component and this can take place when there is sufficient organisation at the community level to adequately manage the natural resources upon which any of these enterprises are reliant. The organisation of the community and the dynamics between what is a common pool property and what is a common benefit or private benefit or enterprise as well as the sustainable management of biodiversity, requires specialist knowledge of ecology, society and the economy, the essence of a GEF-financed project.

77. The unstated risk in this focus on the third level, the enterprises or value chains, is that the intervention does not change the human-wildlife interface (specifically HWC, connectivity within the system) and it does not address the degradation of the resource base itself (NRM/SLM). This might manifest in the selection of projects which, even if successful in income-generation, do not contribute to the project's intended outcomes (2 and 3) – reducing HWC, reducing rangeland degradation and ensuring continuity within the greater KGDE system.

78. There are activities within Component 2 to address HWC and land degradation but these are largely overshadowed by the income-generating/value chain activities and the linkages are only weakly made. The causes are likely manifold, *inter alia:* the project design, an emphasis on income generation/enterprises, a failure to adequately communicate to communities the purpose and possibilities of the investments, the value chain report/study, a strong desire to make a project presence felt amongst community stakeholders, even an understandable motivation to "take the low-hanging fruits[57]". One of the examples is salt production in Zutshwa which is proposed to benefit from Component 2. In this instance, it is hard to see any linkages with NRM, SLM and HWC and the decision-making process regarding the grant appears to have been extremely long and involved and related to a front-loading machine for lifting salt. A more effective strategy would have been to wholly use the project's community investment resources to support community interventions to directly address HWC and rangeland degradation within the body of the ILUP.

4.1.1.3 Budget and operational design weaknesses

79. There are weaknesses and ambiguities in the Project Document related to the budget and the project PMU. In particular, this relates to the Project Manager (PM) which appears to be inter-changed with the Chief Technical Adviser (CTA)[58],[59] and the use of Component Managers, particularly in Component 2 and 3[60]. These do not transfer through to the Project Budget[61] and Budget Notes[62]. Having spoken of "Component Managers" (Project Document pp.112) these appear as "Technical Advisers" in the project's management arrangements (Diagram 1). In actuality, the PMU costs should have been allocated under Contractual Services-Individuals but not as a CTA. In effect the PM salary is allocated across various Consultancy lines. In the Project Document budget notes (pp. 80-86) there is no mention of a Project Manager. When a substantive CTA was appointed in 2019 this was compounded further. These ambiguities in the Project Document have had consequences which are discussed in Section 4.3.2.

4.1.1.4 Social and Environmental Screening Template

80. At the time that the KGDEP was being designed the use of the Social and Environmental Screening Template (SESP) was relatively new for GEF projects and it is likely that the attention given to screening was less detailed than it ought to have been and that it might be expected to be today. Furthermore, Botswana does not recognise indigenous minorities as such within the Constitution declaring that all Citizens are Batswana and through the Tribal Land Act[63]. Whereas the United Nations Universal Declaration on Human Rights and the United Nations Declaration on the Rights of Indigenous Peoples[64] are applicable, and Botswana is a signatory to both. The Project Document recognises that there are indigenous people in the project area but appears to underplay the issue, although the SESP does recognise the presence of indigenous people as defined under the UN

[57] The expression "*to take the low-hanging fruits*" is a metaphor for a quick fix to get results and was used repeatedly during interviews especially in relation to the component 2 projects.
[58] Project Document pp. 113/161
[59] Project Document p. 103, para. 148
[60] Project Document pp. 112/161
[61] Project Document pp. 77/161
[62] Project Document pp. 80/161
[63] Republic of Botswana (1968) Tribal Land Act (1968). No. 54 of 1968. Gaborone, Botswana: Government Printer. Republic of Botswana (1986) Wildlife Conservation Policy. Government Paper No. l of 1986. Gaborone,
64 United Nations (1948) The Universal Declaration of Human Rights. New York: United Nations. United Nations (2007) United Nations Declaration on the Rights of Indigenous Peoples. New York: United Nations.

Declaration. It states that there is a Low Risk resulting from this and further, does not recognise the inherent risks contained in Component 1. The project undertook a review of the SESP in 2020 and a further review and assessment in 2021 largely instigated by the RTA and in response to an independent review of the project's original SESP commissioned by UNDP HQ[65] and in view of the fact that at least three other projects with the GWP portfolio have encountered serious problems with their SESP. In particular, with regards to human rights. There has been a total of 41 changes to the SESP screening template. All of them have raised the risk level (Annex 18).

81. The Draft Environmental and Social Impact Assessment[66] (ESIA) carried out in 2020 has confirmed that there are significant risks across all three components but in particular, Components 1 and 2.

4.2 Results Framework/Logframe

4.2.1 Project objective, outcomes and components

82. The overall project objective (section 3.3) is both clear and aligned with the GWP components (See Table XX). The project objective is clearly focusing on a systemic approach to addressing the challenges faced by the larger KGDE system and linking this to the resilience of local community livelihoods and the resultant conflicts arising at the human-wildlife interface as well as addressing continuity in the system. The four outcome/components hold together as a rational approach to achieving this and the Outputs are broadly in line with the exception of Component 2.

83. Arguably, Components 2 and 3 are incorrectly sequenced and a more logical approach would place Component 3 before Component 2 to reflect the sequencing[67] of having the ILMP in place to guide the roll out of the incentives for wise management and reducing HWC, although this in itself, is not enough to explain the challenges the project is now facing with Component 2. These are nested in the circumstances prevailing at the time of the project's design, the weaknesses in the design of this component, the inefficiency of the indicators for the component and a weak adaptive management response during the implementation of the first half of the project.

4.2.1 Objective and Outcome indicators

84. The RFM/LF indicators for Components 1, 3 and 4 provide a reasonable measurement for progress and impact and are largely related to the Objective and outcome with the caveat that they still need to be measured to achieve this.

85. The issues raised in Section 4.2.1 are further reflected in the means of measuring the progress and impact of the Component 2 interventions. An analysis of component 2 indicators and targets shows these weaknesses:

    Indicator 6: Number of value chains and ecotourism ventures operationalized & MTR target "at least 2" – with no clear idea of what a value chain meant in terms of the project the indicator was

65 This was conducted by an independent SES Expert, as part of a broader safeguards strengthening process. The revision of the SESP undertaken by the Project in 2020 responded to this independent review and a changing set of circumstances in the project domain.
66 KGALAGADI-GHANZI DRYLANDS ECOSYSTEM PROJECT (KGDEP) ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA), ROBERT K. HITCHCOCK 15 May 2021
67 The number sequence of the Components need not imply a temporal sequence and while it would read more easily it does not explain why the ILMP did not precede the component 2 interventions. This sequencing should have been made explicit in the Project Document and should have been part of the implementation strategy used by the project.

not specific or measurable, it left ambiguities in the types of livelihood activities that the project should engage in and the aspirations did not reflect the magnitude of the challenge and the scale at which the project was operating. Furthermore, as was demonstrated during the implementation the value chains or enterprises developed might have little relevance to the outcome. They did not address the HWC, NRM and SLM, or the conflicts occurring at the human-wildlife interface and in some instances the enterprises didn't even clear the bar for doing no harm. Given that these were intended to be new enterprises and new markets r=the chances of achieving the targets were highly unlikely.

Indicator 7: Percentage increase in incomes derived from ecotourism and value chains & MTR target "10 % increase over baseline in incomes from CBNRM (49% of beneficiaries are women)" – as with indicator 6 this lacks the specificity because of its focus on value chains and (except for ecotourism) without clear linkages to the outcome these activities could succeed or fail without any impact on the projects stated objectives. With regards ecotourism this was essentially being driven by policy objectives and not by market realities.

Indicator 8: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions & MTR target "at least 60 (equal numbers of male and female)" – a more detailed analysis of illegal wildlife activity and illegal hunting would have been necessary to make this indicator more specific. There is an assumption that attitudes to wildlife would change without any tangible benefits for the local communities – simply put, at the community level this might have entailed people informing on themselves. Without disaggregating illegal wildlife activity this indicator was poorly thought through and made assumptions about the system which are diametrically opposed to reality. In many ways this indicator was simply re-stating Output 2.2.

Indicators 10 and 11: These indicators (area of lands using SLM and increases in yields) illustrate the inappropriate thinking around Component 2 and unstated assumptions in the Project Document. The term SLM is used without any effort to determine exactly what this means in a complex system that is the KGDE. Climate-smart agriculture, eco-agriculture, SLM, conservation agriculture, sustainable rangeland management – are all terms that are used, not necessarily in the Project Document but in relation to SLM. The means to translate these into discrete and financeable interventions is not made in the project's design. Arguably, the inclusion of these indicators in Component 3 suggests that the adoption of these approaches or "technologies"[68] was expected to be a passive approach simply happening because of the ILMP.

Component 1 lacks a necessary indicator(s) to monitor the impact of the intervention on attitudes of local communities. The ESIA makes it very clear that, at least in perceptions if not in actuality, there is an imbalance of DWNP anti-poaching efforts which *overemphasize addressing subsistence poaching by remote area communities, to the apparent exclusion of dealing with high-end poaching by poaching gangs and poaching by people living on ranches and cattle posts*[69]. It is possible that indicator 8 was meant to capture this[70]. If that was the case it was a very blunt and

[68] SLM - Sustainable Land Management is a well-accepted and widely understood term that includes a range of practical technologies, principles and approaches for managing land - e.g. See Liniger *et al*, 2011 (a WOCAT-FAO publication). Furthermore, the Project Document (p. 25) describe specific approaches, e.g. Holistic Range Management, Climate Smart Agriculture – all of which should have had baselines recorded at the start of the project. P. 32 and 33 provide specific examples of HWC interventions.

[69] KGALAGADI-GHANZI DRYLANDS ECOSYSTEM PROJECT (KGDEP) ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA), ROBERT K. HITCHCOCK 15 May 2021. p. 15

[70] The ESMF - which will be developed in response to the ESIA, will include indicators of this type.

misguided attempt. In order for the project to diligently address the ESIA it will be necessary to fine tune the indicators to take account of the considerable risks identified in that report.

86. In a project of this complexity and multiplicity of stakeholders and an array of implementing partners the SRF/LF only provides outcome-level indicators as required by the GEF. An operational plan with output-level indicators would have been a useful tool for the PMU to prepare during the inception. Only indicator 1 has elements of output indicators however, for the PMU to have adequately tracked performance it would be necessary to have output indicators in an implementation plan.

4.3 Progress Towards Results

87. Progress towards results has been slow. The weaknesses and inconsistencies, especially in Component 2, have exacerbated this because Component 2 has not held the other components together in a coherent strategy. In many ways, Component 2 should have been the "glue" that would hold the other components together. In the context of the 2014 hunting ban; that glue was never very strong. However, with the lifting of the hunting ban there was an opportunity to even capitalise upon the delays and replace the value chain approach for a more nuanced and sophisticated intervention with support more closely aligned to the national CBNRM programme.

88. Regardless, there have been delays in Components 1, 2 and 3 as a result of weaknesses in the project's implementation and adaptive management (Section 4.3 & 4.3.1), financial management (Section 4.3.2), monitoring and evaluation (Section 4.3.3), communications and reporting (Sections 4.3.5 & 4.3.6).

89. The Draft SESP and ESIA have identified a number of critical risks which reach across all components. These risks need to be considered by the project not just as stand-alone reputational risks or risks to specific human rights, but also as un-addressed weaknesses within the project's design which will need to be addressed strategically if the project is to meet its objective. That these risks are identified within the framework of an environmental *and* social impact assessment is fundamental to understanding how resilience can be built into the KGDE system[71].

4.3.1 Progress towards outcomes analysis

Objective: *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.*

MTR Rating: *Moderately Unsatisfactory*

90. The logical linkages between the components, meant to achieve the objective are not present. Component 1 is to a large extent a standalone component – effective in improving the capacities of the agencies involved in anti-poaching (albeit with a strong focus on equipment). Furthermore, data does not appear to be a priority in shaping the anti-poaching efficiency. It is not showing the adaptive approaches necessary to align interests with resource users (legal and opportunistic) which might develop a consensual approach to policing. There is still a widely held belief amongst local communities that anti-poaching efforts are unfairly targeted at them and external transgressors and organized poaching gangs.

[71] Noting that this ESIA relates ONLY to the safeguards risks identified in the SESP that the project may trigger, however, these can be used as the basis to developing an equitable system of costs and benefits, amongst others.

91. The value changes approach which is largely an alternative livelihoods trade-off strategy is weak. In its current form it does not provide the linkages between benefit and wise management as well as being poorly implemented to the point where it risks becoming a rural development intervention without any ecosystem benefits. Weak implementation of this component without cognizance to the sequencing of project interventions have resulted in confusion amongst the communities and a focus on livelihoods rather than addressing some of the HWC issues through this component mitigate against it realistically contributing to attaining the objective.

92. Component 3 has been delayed for a number of reasons including a general inertia of the PMU and the project partners. The ILMP should have preceded the livelihoods to avoid later confusion. The ILMP is now behind but showing signs of strategic vison and momentum.

93. Component 4 has seen some achievements (e.g. the gender strategy) but the project monitoring and assimilation of knowledge is not visible.

94. Achieving the project objective depends upon several critical risks not materializing – the de-zoning of the WMAs and the continued expansion of boreholes. Furthermore, the project has been slow to address critical risks in the social and environmental sphere relating to the risks to indigenous communities in the area. Although this is now being addressed unless it is used to shape all four components in the remaining time of the project there is a significant risk that the objective will not be achieved. Annex 11 provides a detailed account of the progress towards results as measured by the SRF/LF indicators.

Outcome 1: *Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade).*
MTR Rating: *Moderately Unsatisfactory*

95. Progress is slow and has focused on the procurement of equipment. Basic things such as the digitization of records in Excel or a simple database for illegal wildlife activity have not been developed. There is focus on a technical fix rather than an adaptive change in the way things are done. There is apparently little analysis of illegal wildlife activity in terms of the key actors, driving forces, specific threats and their relative urgency and scale/distribution (e.g. chronic or acute threats), etc. The Draft SESP and ESIA have identified a number of issues which urgently need to be included in the strategic approach to this component because there are human rights risks and opportunities of consensual collaboration on combating illegal hunting of wildlife which, if properly addressed and incorporated into the anti-poaching strategy may provide lasting and equitable solutions to combatting illegal wildlife activity.

96. Output 1.1: National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed and implementation started.

97. Progress: A draft strategy has now been developed and the National Strategy on inter-agency collaboration has been completed and equipment for the JOC and IDDC purchased and installed. However, the IDDC are not in the project area.

98. One national inter-agency forum, the National Anti-Poaching Committee (NAC), has been operational since before the project and was set up under the National Anti-Poaching Strategy. It meets in Gaborone on a fortnightly basis to share intelligence information on anti-poaching, illegal wildlife trading and other wildlife crimes with key players e.g. DWNP, BDF, DIS, BPS. The revised

National Anti-Poaching Strategy has been drafted and a capacity assessment study of the DWNP carried out. Data is still collected in a MS Word format and not Excel or central database. There is no disaggregation or sifting of data for analysis to build a better picture of the different types of poaching activity.

99. The Capacity Score Card for the DWPN was not available for the MTR.

100. 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).

101. Progress: The NAC is supported by district sub-committees and currently they are three operational in Chobe, Ngamiland and Central district with the fourth one to be established in Kgalagadi in 2021 but it is not yet operational. There does not appear to have been prioritization for the project area.

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*

MTR Rating: *Unsatisfactory*

102. The weaknesses in this component have been discussed earlier. The assumptions in the project design around alternative livelihoods and value chains as well as the failure to use the component to address HWCs in a practical way have contributed to this. There have been considerable consultation processes with the local communities but there has been little coherence between the consultations (value chain focused) and the CBNRM policy (common pool resources management). The component risks becoming a conventional rural development intervention with little connection to maintaining the system's ability to buffer shocks and surprises and build resilience within its agencies, institutions, communities and resource base. This is partly due to the 2014 hunting ban, which had a detrimental effect on the Trusts activities. However, even with the lifting of the ban in 2019 and the project still went ahead with the value chain approach without addressing the internal conflicts, inequalities and weaknesses in the Trusts. It is also partly due to a focus on value chains as opposed to common pool management of resources which might support natural resource-based enterprises and livelihoods, this could be loosely termed empowering the Trusts to manage their resources with or without hunting.

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

104. Progress: work has been conducted on – BOROVAST and BOROVAST. Regardless of the appropriateness of the value chain/alternative livelihoods approach, the sequencing of this component has not been well thought through with communities consulted on livelihood activities unrelated to the outcome and project objectives. The value chain report was of very poor quality. The two value chains are effectively one enterprise – BOROVAST charcoal and BOROVAST fodder production - therefore, their spatial and numerical impact is very limited and arguably they are one intervention. As already stated, the enterprises that have been identified do not contribute to the (e.g. salt production, game farming) outcome and further, they do not make the linkages between common pool property and its management and the benefits of the enterprise, a result of the alternative livelihoods trade-offs thinking that was contained in the Project Document.

105. It is possible that the BOROVAST charcoal production from *Prosopis* would be more aligned with Component 3 as a means of cost recovery for land management in targeted areas, or indeed, those activities more closely aligned with Outcome 2.

106. Campsites and ecotourism are possibilities, but it is important to manage expectations and critically, the level of investment. The potential for ecotourism is there but it needs to be measured against what is possible as well as local Trust capacities to manage such operations. The high costs of entry and the need to create a market[72] are significant barriers which would need to be overcome.

107. Lastly, it would have been prudent to structure the initial approaches to the local communities making it clear that there were some activities (e.g. salt production) that were not aligned to the project's objective and therefore, not possible to fund under this component.

108. 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.

109. Progress: There is very little evidence of progress with regards this output. The output (and indicator) should be revised against the findings of the SESP.

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

MTR Rating: *Moderately Satisfactory*

110. During the first half of the project there has been very little progress towards the ILMP and the introduction of SLM practices. Collaboration with the Ministry of Land Management water and Sanitation Service (MLWS) and Ministry of Environment Natural Resources Conservation and Tourism (MENT) have developed a draft implementation workplan for the plan formulation and also identified teams to undertake different components of the process and KGDEP CTA will collate the document and provide quality assurance. Arguably, the ILMP would have been better placed as an output under this outcome/component. The ILMP and the process of developing it was recognized by the MLWS at the inception of the project because of its alignment with the National Spatial Plan 2036, in particular the "Green Preserve" which broadly recognizes the importance of ecosystem function, goods and services. The ILMP should kick-start this larger planning process.

111. As a capacity development exercise for uptake of SLM, the project has facilitated a Holistic Livestock and Land Management (HLM) learning exchange to Zimbabwe in May 2019, with 10 champion farmers from the community (three being female) and technical officers (2 female) from land management sectors. In addition to the above, the ILMP will identify areas for implementation of SLM, but there is very little sign of the types of SLM activities that will be introduced or even the areas identified (both critical to the ILMP). Furthermore, the MTR questions the scale of these interventions given the size of KGDE and the number of communities.

[72] Marketing and agency fees are considerable, as much as 30% of the gross revenues in Zimbabwe are used in marketing.

112. The project does not, up until recently, seem to have been challenging stakeholders in a way that links current activities and future plans to the resilience of the system and creating a realization that the entire KGDE system is now in a very precarious state. Issues such as *Prosopis* are more than "invasive species"; they are indicators of a system that is under considerable stress through overgrazing, compaction and soil exhaustion. There is no shared understanding of the future scenarios, that water is not the limiting factor in the system, soil and vegetation will determine the future resilience of the system. The risks of system collapse are not shared equally between ranches and communities and therefore the lowest common denominator, those who will be impacted the greatest in the event of a stochastic shock or a directional shift in the system, should be the common denominator that will steer the ILMP.

113. The DFRR has conducted fire management training for two (2) communities in Northern Kgalagadi in Zutshwa and Ngwatle and the respective numbers are 7 female/4 males and 11 female/5 male and a team to lead in the monitoring of incidents and reporting were formed being: Zutshwa Firefighting Volunteers' Team and Xoma Xaa Firefighting Volunteers Team for Ngwatle.

114. In the last half of 2020 the pace of implementation of this component appears to be picking up, but it still remains that the Inception Report for the ILMP was only completed in March 2021 and there are still concerns about the capacities, especially in relation to equipment, of the various District sector agencies to really drive this process forwards. The ILMP is the critical component in the KGDEP project. It will form the basis of all future land-related developments in the KGDE system in the future and without this the remaining components of the project will simply not hold together.

115. 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).

116. Progress: Until recently there has been almost no progress on this other than that documented above. Furthermore, there are serious concerns about the allocation of boreholes and moves to de-gazette parts of the WMA. The project is using some very good data to demonstrate the effects of boreholes and livestock interrupting the movement of wildlife between CKGR and KTP. Arguably, the gazetting of thee WMAs should have been a condition in receiving the GEF Grant.

117. To enhance technical officers' capacities to meaningfully contribute to the ILUMP process a training course (Land Use Conflict Identification System (LUCIS) in February 2020 was carried out for 20 (8 female/12 males) officers.

118. The Ministry of Lands feels that the plan can be completed in time, however, there are still considerable concerns about the project's ability to get this completed.

119. 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.

120. Progress: Other than the small number of farmers listed above and the trip to Zimbabwe it is hard to determine much progress in this. Certainly, a measure of uptake might have been the inclusion of SLM practices in the Component 2 activities but this is not evident. There is, of course, a seasonality dimension to this output however, there is no preliminary data available on the numbers of farmers, types of SLM approaches and extent of the activities to make a more balanced judgement[73]. This may be a result of weak record keeping and monitoring or it may be reflective of the output itself. The fire management has been successful with 2 communities receiving training in firefighting as well as equipment and a notable involvement of women in the firefighting teams (7 female/4 males and 11 female/5 male). More than 30000 hectares is currently under surveillance for combatting veldfires.

121. 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.

122. Progress: There have been numerous consultations but the poor record keeping and reporting make it hard to numerically define the level of effort that has gone into this output.

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.*

MTR Rating: *Moderately Satisfactory*

123. Output 4.1: Gender strategy developed and used to guide project implementation, monitoring and reporting.

124. Progress: A gender strategy[74] has been developed and a monitoring programme and there is evidence that this is having effect with 49% of participants being women and benefiting from activities of the project[75]. However, the Draft Environmental and Social Impact Assessment (ESIA) has identified a number of risks related to gender and indigenous people and how they may be affected by the project which the monitoring programme would need to consider and if necessary be revised. As stated earlier, project reporting is weak and at times fragmented. The reporting commitments on a complex, multiagency and stakeholder project are considerable and time needs to be invested in standardizing the reporting and ensuring that it is clear and accurate, otherwise there is a risk that critical gender-related risks are left un-monitored and unaddressed.

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

126. Progress: The project monitoring is weak (see all Sections 4.3). There is no evidence of a strategy having been developed beyond the normal structures of a project (e.g. SC, PMU stakeholder consultations) and to a large extent these are time-bound within the project. It would

[73] This is an important point and speaks to the need for better record keeping of community consultations and training activities.

1. [74] UNDP-GEF, Botswana. Managing human wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands, Gender Assessment and Mainstreaming Strategy, Undated

[75] While 49% of participants are women more information on the type or manner of benefit would be useful to support this indicator.

be important to see something that reflects the shared interests of the entire users of the KGDE and will be a legacy of the project. However, there is as yet, no shared vision for the KGDE amongst stakeholders and this will need to be sequenced following the ILMP and would require the sequencing of the field component of the social safeguards and FPIC activities implemented quickly and ahead of this.

127. Output 4.3: Lessons learned from the project are shared with GWP and other wildlife conservation and sustainable land management programmes.

128. Progress: There is little evidence to report on this output. GWP indicators have not been fully reported on and it would be hard to see, given the poor progress in the first half of the project what lessons and experience could be drawn from this and shared with other projects. However, the ILMP planning process is now producing a number of useful observations and along with the detailed work of the Draft ESIA these need to be developed into coherent lessons.

4.3.1 Remaining barriers to achieving the project objective

129. At the mid-term there is some doubt as to whether the project will be able to achieve its objective in the time remaining. There are 8 significant barriers which need to be addressed:

i. There are proposals to de-zone or re-zone[76] parts of the WMAs – KD1, KD2, GH10 and GH11[77]. If this goes ahead, depending on the actual extent and areas, the project objective is extremely vulnerable.
ii. Continued construction of infrastructural barriers to connectivity within the KGDE. These include fencing of farms and game farms, the 35 km fence between Kang and Hukuntsi, additional fencing along the trans-Kalahari highway and railway, drilling of boreholes, amongst others.
iii. Decision-making is diffused across the project and affects the speed at which decisions are made. The current implementation arrangements mitigate against efficiency (Section 4.3.1) and the PMU being able to make decisions relegating them to an administrative role, especially in relation to the PSC/PB.
iv. Monitoring, evaluation and reporting is weak and needs to be strengthened (Section 4.3.3) without output indicators and is evaluation assessments are unrealistic in terms of actual progress. This is critical because delays at this point due to unrealistic assessments of progress prevent proactive management decision-making.
v. Financial management is poor and there are very real risks that the project overspends in one area and does not have sufficient funds to complete other areas. Realistic work planning and budgeting and application of UNDP rules is essential to prevent this occurring.
vi. Any risk that the findings of the Draft SESP and recommendations contained in the Draft ESIA are ignored for the sake of expediency needs to be fully understood by all levels of the project's implementation and execution. Ignoring these recommendations will undermine the project's outcomes. There needs to be clear commitment to implementing

[76] The language surrounding this issue is unclear. De-gazetting is a term used by many stakeholders, however, the WMAs are not legally gazetted and de-zoning appears to be a more accurate term. Clarity is needed on this issue.

[77] Policy brief for the use of an Integrated Landscape Management Plan to conserve critical Wildlife Management Areas in Botswana, Undated 2021 and Conserving the Kgalagadi-Kalahari Wilderness as an Integrated Ecosystem. Kgalagadi and Ghanzi Drylands Ecosystem Project 1 June 2021

these recommendations because they go to the very heart of the challenges facing the KGDE system.

vii. The implementation modality currently mitigates against a coherent national ownership. Although there is clear national ownership of some components, there needs to be national ownership of all the components and the overall project objective.

viii. COVID-19 Pandemic the continuing pandemic is a major barrier to the project achieving its objective. It affects the project implementation through restrictions on travel and gatherings and project partner's ability to effectively carry out their project and statutory duties and activities. The pandemic also affects the economic and livelihood activities of the communities in the KGDE as well impacting negatively on government budgets.

4.4 Project Implementation and Adaptive Management

MTR Overall Rating: *Moderately Unsatisfactory*

130. The KGDEP was designed under a Nationally Implemented Modality (NIM) with the arrangements outlined in Section 3.4 above. Diagrams 1 and 2 clearly demonstrate that the implementation modality in use since the beginning of the project is by UNDP CO Direct Implementation Modality (DIM). This raises a number of challenges in terms of:

- Ownership of the outcomes and especially the overall objective. The four outcomes need to be viewed as parts of a puzzle that when put together form a complete picture. Sector agencies will naturally focus on their sector areas and own the outputs of those interventions. These need to be glued together through high-level national ownership of the objective which is much less likely under a DIM.
- Given the large number of sector agency stakeholders it is impractical, in the sense that NIM adds one more link in an already long communication chain, and mitigates against rapid decision-making and pre-emptive actions.
- All GWP projects, due to the nature of their focus, in part, on combatting wildlife crime carry an inherent human rights risk. Notwithstanding the issues raised in the ESIA, such a risk has not yet materialised in the KGDEP, however, it remains a clear and present risk. In the event that this risk is realised then the processes, protocols and procedures to address it need to be wholly within the remit of the Botswana Constitution and Legislature and in line with UN safeguards policies.
- The UNDP CO project assurance role is significantly diminished without a clear "firewall" between Implementor and Executor. For the avoidance of doubt, this has not manifested in any critical events, but it may account for the weak budgeting and work planning or the delays in implementing the Draft ESIA, etc.

4.4.1 Management arrangements

MTR Rating: *Unsatisfactory*

131. The critical changes in the project management structure between the Project Document and implementation are:

- The PMU is located within the UNDP CO and not within the MENT/DEA (although it is located in offices provided by the District DFRR) with all PMU personnel Contracted by the UNDP CO.
- Project assurance has been delegated to a Technical Assistance position - an unusual situation and one that might be creating a future risk of conflict of interest between technical advice and project assurance.

- The Implementing Agency with the responsibility for project assurance is directly responsible for the PMU. Without an effective firewall between project assurance and operational aspects of the project there are substantive risks, more so when the stated project assurance is delegated to a technical assistance position directly Contracted by the UNDP CO creating a risk of conflicts of interest between the operational component and the assurance role.
- As well as the obvious risks involved with project assurance, this structure results in responsibility being diffused throughout the project. Decision-making could be a lengthy process, not because individuals are shirking responsibility, but simply because there is a confusing "chain of command".
- The technical capacity and human resources of the PMU has been severely reduced due to the absence of the three sub-component technical positions[78].
- Given the role that the UNDP CO is playing in the project's management structure it would appear to be a Directly Implemented Project (DIM) rather than a NIM project raising legitimate questions of the degree of national ownership and possible conflicts of interest between project assurance and project execution[79].
- The Project Manager and the PMU is substantially tasked with driving three of the technical components: livelihoods, ILMP and mainstreaming/knowledge management, while being responsible for the antipoaching component but with little influence over it.
- It is not entirely clear to the MTR, but this overstretch of the PMU could have resulted in other critical challenges to the project when linked to the weaknesses in the management arrangements, such as, approving the Value Chain Study Report[80].
- In fact, the Component 1 antipoaching has been largely removed from the direction of the PMU and is wholly under the DPWM.

132. It is reasonable to state that the overly complex and inappropriate project implementation structure has substantially contributed to the significant delays in implementation in the first half of the project.

133. 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[81] included forty-four participants but 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. 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.

[78] 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.

[79] For the avoidance of doubt there is no indication that such risks have materialised however the risk remains in place without a substantive firewall and it is unreasonable to expect this to be provided by external Technical Assistance.

[80] Value Chain Analysis and Economic/Financial Feasibility study in the Kalahari Landscape, UNDP, 5 June 2019

[81] Minutes of the 3rd Quarter Project Steering Committee (PSC) Meeting, Shi Hotel (Hukuntsi), 27th October 2020

134. PSC/PB 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 pandemic has affected the number, timing and attendance in 2020-2021.

135. In a project with such a diverse number of government departments as implementing partners an effective PSC/PB 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.

4.4.2 Finance and co-finance

MTR Rating: *Moderately Unsatisfactory*

136. The KGDEP has weak financial controls and budget management. Budget execution has been low in the first half of the project while there have been over-spends in certain budget lines and there is little evidence that the PMU is capable of addressing this. There are a number of points worth noting:

- The unclear and ambiguous budget notes in the Project Document compounded by weak financial capacities to interpret and manage the budget have contributed to this.

- There has been weak fiduciary oversight from the UNDP CO and the PSC/PB. For instance, annual total budgets and work plans (TBWP) have been approved at the CO and PSC level only to be correctly queried by the RTA level due to overspending in either specific budget lines or entire components/outcomes.
- Approved TBWPs have not been adhered to (including the 2021 TBWP).

- PMU salaries (which are usually reserved for the PM, the Finance and Administration Officer, and the Gender/Stakeholder/M&E position) should be charged to Contractual Services-Individuals budget lines unless they are not full-time staff - then they would normally be put under Local Consultancy Budget lines (with contracts renewed year-to-year). The three Component managers either should have been appointed under the Local Consultancy budget lines (if they had been individuals) or Contractual Services-Companies (if they had been NGOs). However, the PM salary in the Project Document budget was accounted for under a Chief Technical Advisor title and the Component Managers were referred to as 'Technical Advisors'. This resulted in allocating the PM salary under various consultancy budget lines as it seemed as if there was not provision for the PM salary. The amounts allocated for some of the other positions (e.g. SLM Officer, Gender) are quite small and have likely contributed to the challenges of attracting and retaining candidates.

- In addition to this the project has now engaged a CTA which must also come from the Contractual Services-Individuals budget lines[82]. Therefore, the rate of "burn" in the Contractual Services-Individuals budget lines is much higher than anticipated. This might leave a high probability of this budget line being expended on Consultancies with no

[82] The CTA has to be charged under an International Consultancy budget line, given that the CTA is form South Africa.

provision of implementation leaving the PMU to directly implement components without any budgetary provision. In short, the project could run out of money.

137. In summary, there are serious weaknesses in the financial management which have caused and further compounded delays in the project's implementation, especially when combined with the other weaknesses in the project. There are unclear lines of authority and approval between project assurance and financial management. This manifest itself in poor project planning and performance and future risks.

138. The recording of co-financing is confusing. Clearly there is co-financing in terms of human resources, travel, etc. However, this is recorded on separate Excel sheets rather than a single log of co-financing. It is not possible to extract the data across all the sheets without risking double entries or missing entries.

139. The UNDP CO committed $1,000,000 in-kind co-financing. The remaining co-financing was also in-kind contributions. There is evidence that co-financing has been made in terms of activities and effort, however, it does not appear to be recorded in a systematic and regular manner. Therefore, Table 1 provides the co-financing recorded at the MTR but is unlikely to accurately reflect the real co-financing at the MTR.

Table 1 Co-financing

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US$)	Actual Amount Contributed at stage of Midterm Review (US$)	Actual % of Expected Amount
Government	MENT, MoA	In-kind	21,000,000	614,483	2.9%
GEF Agency	UNDP	Cash	1,000,000	?	?
NGO	Birdlife Botswana	In-kind	500,000	2,755	0.5%
			22,500,000	**617,238**	**2.7%**

Table 2 Budget variance Project Document and actual

			YR1 (1)	YR2 (2018)	YR3 (2019)	YR4 (2020)	YR5 (2021)	YR6 (2022)	YR7 (2023)	Totals
Component 1	Project Document		$500	$249,278	$536,000	$553,500	$247,000	$62,000	$16,000	$1,664,278
	Actual			$192,330	-$31,615	$152,450	$528,561	$511,669	$274,833	$1,628,228
	Variance			$56,948	$567,615	$401,050	-$281,561	-$449,669	-$258,833	$36,050
				77%	-6%	28%	214%	825%	1718%	98%
Component 2	Project Document		$500	$69,500	$523,000	$648,000	$473,000	$116,000	$20,000	$1,850,000
	Actual			$32,326	$190,413	$224,450	$546,444	$426,600	$356,500	$1,776,733
	Variance			$37,174	$332,587	$423,550	-$73,444	-$310,600	-$336,500	$73,267
				47%	36%	35%	116%	368%	1783%	96%
Component 3	Project Document		$13,000	$156,000	$426,000	$476,000	$476,000	$381,000	$72,000	$2,000,000
	Actual			$108,077	$194,832	$239,000	$577,370	$452,600	$350,228	$1,922,107
	Variance			$47,923	$231,168	$237,000	-$101,370	-$71,600	-$278,228	$77,893
				69%	46%	50%	121%	119%	486%	96%
Component 4	Project Document		$0	$23,000	$82,000	$10,000	$11,000	$9,000	$61,950	$196,950
	Actual			$27,006	$77,575	$29,275	$101,552	$63,275	$112,570	$411,253
				-$4,006	$4,425	-$19,275	-$90,552	-$54,275	-$50,620	-$214,303
	Variance			117%	95%	293%	923%	703%	182%	209%
Project Management	Project Document		$7,500	$94,414	$50,189	$38,507	$39,679	$32,964	$22,308	$285,561
	Actual			$104,140	$35,813	$30,725	$30,384	$28,835	$28,563	$258,460
	Variance			-$9,726	$14,376	$7,782	$9,295	$4,129	-$6,255	$27,101
				110%	71%	80%	77%	87%	128%	91%
Total	Project Document			$613,692	$1,617,189	$1,726,007	$1,246,679	$600,964	$192,258	$5,996,789
	Actual			$463,879	$467,018	$675,900	$1,784,311	$1,482,979	$1,122,694	$5,996,781
			Variance	$149,813	$1,150,171	$1,050,107	-$537,632	-$882,015	-$930,436	$8
				76%	29%	39%	143%	247%	584%	100%
	Variance	Component 1		$57,448	$567,615	$401,050	-$281,561	-$449,669	-$258,833	$36,050
		Component 2		$37,674	$332,587	$423,550	-$73,444	-$310,600	-$336,500	$73,267
		Component 3		$60,923	$231,168	$237,000	-$101,370	-$71,600	-$278,228	$77,893
		Component 4		-$4,006	$4,425	-$19,275	-$90,552	-$54,275	-$50,620	-$214,303
		Proj. Man.		-$2,226	$14,376	$7,782	$9,295	$4,129	-$6,255	$27,101

4.4.3 Project-level monitoring and evaluation system

MTR Rating: *Moderately Unsatisfactory*

140. Project-level monitoring and evaluation at the country level is weak and there appears to be poor understanding of the monitoring and evaluation responsibilities at various levels within the project's structure. This is evidenced by the poor performance and the "drift" that the project experienced in the first two years of its implementation.

141. The PMU, CO and PSC/PB do not appear to be using the SRF/LF to full effect to monitor progress and impact with a number of baselines unconfirmed, and other indicators (e.g. Capacity Score Cards) being largely ignored.

142. The weaknesses in the project SRF/LF have been discussed in Section 4.2 and admittedly the indicators lack sufficient utility to provide the fine-grained detail necessary to track progress and the absence of output indicators mean that a lot can happen, or not happen, before the project is aware that something is not quite right. More detailed indicators in the GWP Tracking Tool, possibly reflecting a more nuanced perspective of illegal activity (e.g. disaggregating arrest data and profiling offenders, differentiating between "commodity", nutritional/market and subsistence, retaliatory killings, etc..). Furthermore, if sample size (baseline and targets) are very low then confidence limits are equally low and therefore an indicator with a small sample size lacks utility as a measurement for determining performance and impact. In a project with a complex multiplicity of stakeholders this is a critical flaw in the monitoring and evaluation system.

143. The result of these weaknesses and inefficiencies means that the Regional Ecosystems and Biodiversity (Africa) Nature, Climate and Energy Team's oversight and technical and fiduciary quality assurance role is considerable and time-consuming.

4.4.4 Adaptive management

MTR Rating: *Moderately Unsatisfactory*

144. Adaptive management has been limited in the project so far in as much as project design assumptions, or changes in circumstances, become critical issues before action is taken, and to an extent, solving one issue creates another. For example: financial management challenges are addressed by "borrowing from Peter to pay Paul"[83]; a design weakness in the Project Document related to component 2, pressure from the community to deliver benefits, a weak livelihoods study, recognition of the capacity challenges of the Trusts but an inertia to "go back" and analyse what was not working, to reach out to the considerable, enviable even, academic and intellectual resources and experience within Botswana and seek solutions ,has not happened; the DPWM data stored on MS Word documents which is only now being considered for entering into a database however, there is nothing to indicate that that the type of data or it's potential future use is being considered. This inertia does not amount to a strong adaptive management approach.

[83] In this instance the phrase is used to describe the budget management where an over-spend in one budget line is balanced by taking from another without necessarily having already completed the activities in the "donor" budget line.

145. A number of factors may be contributing to this such as the ineffectiveness of the PSC/PB, the diffuse decision-making in the project implementation arrangements, and unwillingness in government to commit to the project objectives.

146. One key contributing factor is the under-resourced PMU and inability to take decisions directly to the PSC/PB and get on and implement them.

147. Examples of adaptive management by the PMU, UNDP CO and PSC/PB are:

- The ESIA in response to weaknesses in the Project Document SESP, and indeed; in the project's design. The project has undertaken a comprehensive ESIA and is presently strengthening the project's safeguards architecture - an international expert (with specialist knowledge and experience of working with indigenous peoples in Southern Africa) has been contracted to upgrade the SESP and develop an ESIA and ESMP.
- Engaging a substantive CTA to drive all 4 components and particular component 3.
- The presentation to Ministers of the wilderness concept and ILMP in May/June 2021.
- The identification of Component 2 projects more closely aligned with the project's objective (e.g. performance-based payments to Trusts, camel-back patrols in WMA, etc.).

148. Examples where adaptive management have not taken place:

- A lack of critical analysis of the Project Document and SRF/LF and then to do something about it.
- Allowing issues such as the identified weaknesses and inequalities in the Trusts to go unaddressed by a project intervention – to review the stakeholder engagement plan.
- A failure to address quickly, weaknesses in the PMU (e.g. turnover of personnel, insufficient staff numbers, etc.).
- Delays in addressing the slow delivery – doing more of the same and expecting different results.
- A failure to address obvious weaknesses in the value chain study and report, including accepting the report and not reviewing the emphasis on an alternative livelihoods trade-off strategy in Component 2 after the lifting of the 2014 moratorium on hunting. This should have caused the project to pause, re-access the situation – regardless of the need to comply with the terms under which the GEF granted the use of the funds - based on the principle that *use is use* whether considered "consumptive" or "non-consumptive"[84] the issues surrounding common pool resources management remain largely the same - and propose a new, more rational Component 2 approach more closely aligned with the principles of CBNRM, more grounded in reality and utilising the experience coming from the SESP review and ESIA.
- No clear guidelines when discussing the value chain report findings with local communities.
- The slowness in addressing the SESP weaknesses and implementing the ESIA.
- A lack of any clear policy until recently on the issues of de-gazetting the WMAs and the continued installation of boreholes.
- A failure to identify the weak budget management and address the problem effectively.

[84] there is no "operationally valid distinction between consumptive and non-consumptive use, because this depends upon the objectives of the system. Many uses which are non-consumptive at the level of the individual are consumptive at the level of the ecosystem. By the same token, certain uses which are consumptive of individuals are non-consumptive at the ecosystem level…. (The) primary concern is that use be sustainable at the level of the ecosystem" - Sustainable Use Issues and Principles, The Southern African Sustainable Use Specialist Group (SASUG), IUCN Species Survival Commission, undated.

149. In the face of some of the issues highlighted above, it is not unreasonable to say that the project implementation, at least in the first 2 years, veered more towards administering the project document and not managing its implementation.

4.4.5 Stakeholder engagement

MTR Rating: *Unsatisfactory*

150. Stakeholder engagement has been high at an institutional and agency level. There is more than sufficient stakeholder representation, at this level, on the PSC/PB and through the TAC and TRG, albeit inefficient in terms of directing the project to any effect (Section 4.3.1). Similarly, NGO engagement has been high, but the project has not capitalised on the idea of using NGOs as component managers especially in relation to Component 2.

151. Component 1 stakeholder participation is reportedly high, although this is hard to confirm by the MTR review because of issues of sensitive information related to anti-poaching. It is also hard to see why this should be the case in relation to project related-data, and there is little to support the idea that local communities are engaging with this component in a manner that might be picked up by indicator 8, for instance. This may also be interpreted in a different way; if the project was using the SRF/LF correctly, indicator 8 might have triggered an earlier response to the non-engagement of local communities in combatting the illegal trade in wildlife.

152. However, and critical to the successful outcomes of the project, the stakeholder engagement at what is loosely termed "the community" level is more nuanced and problematic. The Project Document did not provide sufficient informed analysis of the complexities of the CBNRM system, the political climate prevalent at the time (understandably), and the historical dimensions and social tensions that are a part and parcel of any socio-ecosystem, are what create the system and drive it one way or another, the direction of travel being positive or negative depending on the values that society places upon the system. In this instance, related to the GEF Grant and project objective, the key values were biodiversity, ecosystem resilience and the continued ability of the KGDE to provide life-supporting ecosystem goods and services.

153. Therefore, through reviewing the Project Document's stakeholder analysis, and in light of the Draft ESIA (2020) findings, it is reasonable to state that the Project Document's strategy for stakeholder engagement was inadequate. It made assumptions about the communities and about the Trusts which were not supported by evidence. A more detailed stakeholder engagement process during the project's design would have identified many of the issues that have subsequently emerged in the ESIA, and have dogged the implementation of Component 2, because they had a long history and, in most instances, were already documented[85]. To be fair to the KGDEP, this is not unusual in many GEF projects which usually have the most perfunctory and surface-level stakeholder analysis. Furthermore, the weaknesses in the Botswana CBNRM programme have also been well researched including the weak capacity of the Trusts and their susceptibility to capture by internal and external interests[86]. It is not possible to comment on whether this would have been possible, given the political climate, at the time that the Project Document was being put together. Certainly, the expectation that Trusts should move from "consumptive" hunting to "non-consumptive" photographic tourism was more of a hope than an

[85] *Inter alia,* for a comprehensive analysis see Mulale, Kutlwano, "The structural organization of CBNRM in Botswana " (2005). Retrospective Theses and Dissertations. 1842.

[86] This is documented by numerous Authors cited already in this report and summarised in the 2021 ESIA.

assumption. If there was an assumption it was that Trusts based their decisions on a set of value judgements more aligned to popular thinking; rather than, in part, hard economic and market realities that determine whether an area is profitable for safari hunting, photographic safari[87] or livestock production and how that relates to the risk of system collapse over the near, mid-term and long-term future.

154. It is not unreasonable to conclude, that an adequate stakeholder engagement plan in the Project Document would not have gone down the route of a value chain and alternative livelihoods approach in Component 2 without putting in sufficient safeguards and more explicitly; highlighting the risks to those communities in their entirety and providing the fine-grained analysis that is part and parcel of what is packaged up as "community" in the Project Document.

155. In the event, the stakeholders least able to influence the direction of the project, yet critical to its successful outcomes, were marginalised in the Project Document and in the early period of the project's implementation – partly due to a weak stakeholder analysis and partly due to a weak SESP in the Project Document. The two things should have been linked from the start, they should have informed each other in the design and drafting.

156. The ESIA identifies the asymmetries of power between different stakeholders within the KGDEP. These asymmetries of power exist in all modern democracies[88], and stakeholder analysis and engagement are inherently political, although this is rarely explicitly recognised in projects. In the KGDE these asymmetries are particularly pronounced and to a large extent they have favoured outside interests over those communities that have been historically residing in the area. But, these power asymmetries are also what is driving the land use in the KGDE in a direction that carries much higher risks of system failure in the near to mid-future.

157. Given the history of the project area and the sensitivities surrounding the communities in the KGDE it is critical that the project comes to terms quickly with these realities[89] which are clearly set out in the ESIA and the project (in its entirety) incorporates these into an effective stakeholder engagement plan in its broadest terms and according to the project objectives, because this is what has been agreed upon in the Project Document. In particular, this should include ensuring the Grievance Reporting Mechanism (GRM) is integrated into the stakeholder engagement plan and component's I, 2 and 3 as part of the adaptive management process.

158. From the interviews during the field mission and the ESIA it is now clear that Component 2 and especially the value chain study has not had free and prior informed consent (FPIC)[90] for the majority of activities which were proposed. In fact, it is highly likely that some of the activities, if implemented, would create new, or exacerbate existing, community tensions which are themselves the result of historical inequalities and inefficiencies in the ways that these communities have interreacted with agencies tasked with wildlife conservation and land management.

[87] ULG. (2001). Economic Analysis of Commercial Consumptive Use of Wildlife in Botswana. Botswana Wildlife Management Association. December 2001. Final Report. ULG Northumbrian Ltd, United Kingdom.

[88] "Democracy is the worst form of governance – except for all the rest". A quote often attributed to Winston Churchill.

[89] For instance, p. 20 of the ESIA identifies that the game farms which were proposed at one point by the project could "trigger a whole series of risks, including population displacement, reduction of access to natural resources, and potential community conflicts over rights to land and benefits".

[90] KGALAGADI-GHANZI DRYLANDS ECOSYSTEM PROJECT (KGDEP) ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA), ROBERT K. HITCHCOCK 15 May 2021. p. 20

159. Stakeholder engagement in the KGDEP is critical to its successful outcome on all levels. Without effective advocacy of the local communities, it is likely that external interests will, quite legitimately, further erode the connectivity functions and processes of the proposed WMAs. CBNRM should be viewed not as a science, or a specific model to impose on a system; but rather it is an approach to understanding complex ecological and social relationships in rural areas, perhaps even *a philosophy*. While CBNRM is based on the logic that people will manage a resource sustainably when the benefits outweigh the costs and those benefits must accrue to those who live closest to the resource and bear the greatest costs, including opportunity costs[91]. It is also worth noting that:

> "*Benefit is usually conceptualized in terms of financial revenue, and in unusual circumstances this can be substantial. Normally however natural resource production can only supplement inputs from agriculture and other modes of production, and it is important not to regard community participation in conservation as a panacea for rural poverty. Benefit should also be understood in non-pecuniary terms, and when economic benefit is linked with authority and responsibility large increments in social capital can result*[92]".

160. Addressing the stakeholder engagement within the KGDEP is therefore critical not just to Component 2 but also in ensuring that the outcomes of Components 1 and 3 is equitable and effective.

4.4.7 Reporting

MTR Rating: *Unsatisfactory*

161. There have been 2 PIRs produced by the KGDEP (June 2019, 2020). These have not conveyed the urgency of the necessary remedial actions. A similar situation exists with the reporting to the PSC/PB[93] which, while following the AWP and reporting on the indicators even as late as October 2020 the project has been reporting that some activities were normal and on track when quite clearly, they have been delayed, disrupted the sequencing of interventions, carry financial overspend risks and will only be completed if there are no further shocks and surprises to the project.

162. There is an inertia in responding to issues raised in the PIRs and there is a lack of awareness of how precarious the implementation is at the mid-term.

163. Risks and remedial (adaptive) actions appear to be driven from the regional level, the Resident Representative and the CTA and not from within the project itself (PMU, PSC/PB, UNDP CO Environment and Climate Change Programme) and the project is not using the UNDP CO's own monitoring and evaluation capacities to their full extent to drive adaptive management and increase the pace of implementation. The effect of this is to slow down decision-making and

[91] Sustainable Use Issues and Principles, Southern Africa Sustainable Use Specialist Group, `IUCN Species Survival Commission. Undated.

[92] Community-based Conservation: Old Ways, New Myths and Enduring Challenges, Proceedings of the Conference on "African Wildlife Management in the New Millennium", Key address No. 3 "Community-Based Conservation – The New Myth?", Professor Marshall W. Murphree, CASS, Zimbabwe, Mweka, Tanzania, 13 – 15 December 2000

[93] PSC/PB meetings Q3 2018, 11-07-2019, 19-09-2019, 10-12-2019, 27-07-2020 and 27-10-2020

project procedures and processes, for instance through approving the value chain study or engaging the ESIA experts, etc.

164. As a result, the project has not prepared clear output indicators which might better communicate the implementation steps and relative urgency across the complex number of stakeholders.

4.4.8 Communications

MTR Rating: *Unsatisfactory*

165. The project has, in late 2020 and early 2021 managed to develop a vision for the KGDEP[94] which is a prerequisite for the ILMP and there is evidence that this is being addressed. However, it is late in the day, it needs to be clearly communicated to all the project stakeholders, balanced against the findings or the ESIA and communicated at a high level with sufficient urgency, to deliver a high-level prior informed consent, of the risks to the KGDE systems' resilience if connectivity and future options for land use are lost.

166. Communications between agency stakeholders is more effective. However, communications between the project and the communities within the project area are insufficient and there is not enough feedback from the communities informing the decision-making process. The ESMP and the GRM should help this but delays in starting this whole process have exacerbated the problem.

167. While the project has made some communications through the UNDP website and media this does not amount to a communications programme *per se.* The likely cause of this is the under-resourcing of the PMU. However, this does not amount to a coherent communications strategy. For instance, there are no linkages to the UNDP-GEF Access and Benefit Sharing Project which is still under development given that one of the areas of concern is the lack of distribution of the access and benefit sharing legislation[95], which results in a lack of information for communities, and constraints on another UNDP project[96] and potentially, overexploitation of high value resources which was one of the underpinning activities in the alternative livelihoods approach in the Project documents Component 2.

168. In sum, the project needs to improve its communication across stakeholders, develop more realistic reporting and monitor closely time-bound remedial actions.

4.5 Sustainability

169. There are a number of decisions which will fundamentally affect the sustainability of the project's outcomes and its objective. These have been set out in the ESIA, the 2021 project policy

[94] Policy brief for the use of an Integrated Landscape Management Plan to conserve critical Wildlife Management Areas in Botswana, Undated 2021 and Conserving the Kgalagadi-Kalahari Wilderness as an Integrated Ecosystem. Kgalagadi and Ghanzi Drylands Ecosystem Project 1 June 2021

[95] KGALAGADI-GHANZI DRYLANDS ECOSYSTEM PROJECT (KGDEP) ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA), ROBERT K. HITCHCOCK 15 May 2021. p. 16

[96] United Nations Development Programme (2020b) *Access and Benefit-sharing (ABS) Project - Promoting beneficiation and value addition from Botswana's genetic resources through enhanced capacity for research and development and protection of traditional knowledge*. Gaborone: United Nations Development Programme.

brief[97] and the presentation to Ministers[98]. These are: the spread of cattle farming, especially by individuals or interests not resident in the area, into the proposed WMAs, the possible de-zoning of parts of certain WMAs (e.g. KD12, KD15, GH10 and GH11), the continued drilling of boreholes in the proposed WMAs and the existing road fence along the Kang to Hukuntsi road and the proposed fences along the Trans-Kalahari Highway and railway.

170. These four issues are acute threats to the connectivity within the system and therefore, its social, economic and ecological resilience. They are urgent and represent specific challenges which will undermine the sustainability of the system and the projects outputs, outcomes and objectives.

171. By comparison, hunting and even illegal killing of wildlife are chronic challenges, they are more dispersed in nature and do not necessarily, by themselves affect the connectivity of the system, nor do they preclude future-use options. All attempts to forecast sustainability need to be viewed through the lens of these four issues.

4.5.1 Risk management

172. The Project Document underestimated the risks to the project. In particular, with regards the SESP which provided a Low Risk (LR) rating. Subsequent revisions of the SESP have raised the risk to High Risk (HR) which have triggered an appropriate (ESIA) response. While the risk was quickly identified, the project response, notwithstanding the effects of the global pandemic, have been slow to respond in organising the ESIA. Arguably, at the time of the project's design the SESP was relatively new to UNDP-GEF projects and its importance not well-understood. However, it is reasonable to say that the KGDE had sufficient historical context with regards indigenous people to have raised greater concerns in the SESP. Annex 14 provides a comparison of the SESP events within the project[99].

173. Additionally, the Project Document identifies 6 risks to the project outcomes:

Project Document risk 1: MODERATE. Poaching pressure fuelled by the global and local demand for wildlife products may decimate the wildlife population. At the same time, effectiveness of the institutions mandated with wildlife protection may continue to be undermined by poor use of limited resources available to tackle the problem if internal bureaucracies and inter-agency competition delay or derail establishment of national coordination protocols.

MTR risk analysis and rating: MODERATE. Arguably this may provide an insight to some of the thinking that went into the Project Document. In fact, the GWP is more nuanced than this and recognises that there are other drivers of biodiversity loss. However, it does demonstrate the risk of focusing on one component of the system (wildlife, and in particular poaching) and not the system in its entirety. It is not clear how urgent and severe a threat illegal hunting and the illegal trade in wildlife is to the KGDE system still because the data and analysis does not exit, at least in the project domain, but it is likely that at most it is a chronic threat and not an acute hazard. Borrowing from the early thinking of the CBNRM movement in southern Africa; "*Southern Africa, agreed that by far the greatest threat lies in natural systems being replaced by other land uses. In*

[97] KGDEP Information Brief, 14 May 2021
[98] Conserving the Kgalagadi-Kalahari Wilderness as an Integrated Ecosystem, PPP, KGDEP, 1st June 2021
[99] The current revision of the SESP has been carried out using the revised UNDP SES Policy and SESP template, which uses a different risk rating scale and set of categories form those used in the previous versions. However, this alone does not account for the difference in risk ratings.

our experience, tenure and pricing systems exert the greatest influence on biodiversity conservation and, moreover, unsustainable uses are often due to institutional weaknesses in these systems"[100]. In short – pricing and tenure exert the greatest influence on biodiversity and it is the inequalities and inefficiencies in the institutional and systemic management of these systems that drive overexploitation. To take this argument to the Nth degree, anti-poaching could be 100% successful and the wildlife component would still crash due to the conversion of the WMAs into cattle rearing areas and the erection of fences before it was realised that the wildlife, and the communities that have relied upon it for their livelihoods; were the "canaries in the coal mine[101]". The encroachment of *Prosopis* onto grazing lands is also an indicator of the system's health due to climate change, overgrazing, soil compaction and depletion, and falling water tables. Control of *Prosopis* by itself is arguably the equivalent of killing the canary to stop it singing rather than addressing a real and present danger of ecosystem collapse on the established rangelands.

It is hard to understand why better recording of borehole distributions by the appropriate ministries isn't taking place because it would perhaps have at least alerted the PMU to the seriousness of this problem earlier on – in a drought cattle don't die thirsty; they die hungry.
In light of the ESIA, it is probably more correct to rephrase the risk in terms of the focus of anti-poaching on subsistence and local livelihood hunting. This is further alienating the local communities from collaborative actions to reduce large-scale commercial poaching, specific illegal activity directed towards international wildlife trade and, since the hunting ban is now lifted, bad practices by operators in the formal hunting sector. In which case the rating would be HIGH.

Project Document risk 2: HIGH. Concerns with HWC: if there (*are*) no incentives and financial benefits associated with wildlife conservation, the local communities might escalate the current trend of transitioning subsistence poaching to commercial poaching. It has been difficult to establish non-wildlife consumption based CBNRM value chains.

Mitigation measures (Project Document): Tackling this risk is the reason the project introduced a new component dealing with establishment of non-wildlife consumption value chains and establishment of ecotourism ventures, as well as strong strategies to reduce human wildlife conflicts (a change from the PIF stage[102]). The project will work very closely with the Botswana Tourism Organization and other projects and programs identified in the table of baseline projects, and using the partners outlined in the partnerships table to address this fundamental risk. Output 2.1 includes activities specifically designed to find the best solutions for HWCs using advanced science approaches.

MTR risk analysis and rating: HIGH. The risk is difficult to assess and poorly worded. It is hard to see how the description relates to HWC and is, to a large extent, nonsensical. The change between PFD and Project Document was to address the 2014 hunting ban but it did so largely through and economic approach and not through a systemic approach. The HWC strategy if implemented should reduce this risk. However, weaknesses inherent in the CBNRM programme, failure to move

[100] Conservation Beyond Yellowstone: An Economic Framework for Wildlife Conservation. Luangwe Integrated Resource Development Project, Brian Child, In African Wildlife Policy Consultation, Final Report of the Consultation, Overseas Development Agency, 18 – 19 April 1996.

[101] The "canary in the coalmine" is an allusion to caged canaries (birds) that miners would carry down into the mine tunnels with them. If dangerous gases such as carbon monoxide collected in the mine, the gases would kill the canary before killing the miners – before the canary died it would start to sing, thus providing a warning to exit the tunnels immediately. It has become an English idiom to denote an early warning of impending disaster.

[102] Actually, a Project Formulation Document (PFD) for GWP projects

decisively on the WMAs and drilling of new boreholes continue to drive this risk. HWC is not so much a risk as an indicator, like *Prosopis,* of a system that is already under stress – socially, economically, ecologically, administratively. Within a systemic perspective, HWC is not so much a risk as it is a sign that the system is not working. The risks may be in that the CBNRM approach in Botswana does not provide the security of resource tenure to local communities sufficiently for them to look at HWC through a balanced costs and benefits lens.

Project Document Risk 3: LOW. Financial overstretch / failure to secure required resources to implement the National Anti-Poaching Strategy effectively. GoB may be reluctant to increase investments into wildlife conservation and give higher priority to other needs such as infrastructure development. Donors may be reluctant to invest in Botswana at the same time as a number of new initiatives are being launched or developed.

174. Mitigation measures (Project Document): Botswana government has shown great commitment to wildlife conservation. It recognizes that, beyond the conservation value, wildlife presents a clear opportunity for diversifying its economy, and is the main source of livelihoods for rural communities, given the dry/desert-like nature of the its climate. It is therefore safe to assume that with the project support, the government will do everything in its power to direct as much resources to wildlife conservation as the national budgets can afford.

175. **MTR risk analysis and rating: HIGH.** The lifting of the hunting ban will have materially reduced this risk. However, weaknesses and inequalities in the CBNRM programme may mean that benefits from wildlife still do not come to those that are closest to the resources e.g. the local communities. In which case the risk remains. The value chains that are suggested by the value chain report are unlikely to offset the opportunity costs to local communities, nor provide the motivation for communities to police the system. Further, rural communities are quite capable of making complex livelihood decisions, especially communities that are adapt at managing risk (e.g. people who live in marginal areas). If they see that the end of the wildlife in these areas is in sight they may be motivated to exploit remaining wildlife resources, discounting them and converting the illegal benefits into legal benefits from cattle, albeit with less resilience and more future risk, trading one present certainty for another future uncertainty.

176. **Project Document Risk 4: LOW**. The revision of the size of, and gazettement of the Wildlife Management Areas will require political support from the local communities, Land Boards, cattle and game ranchers and all levels of governments.

177. Mitigation measures (Project Document): The project will build on the work of the Conservation International/GoB project that identified three potential migratory corridors. It will use economic valuation of ecosystems services to demonstrate that the short-term benefits being derived by the beef industry from encroaching cattle production into the Schwelle are quite expensive compared to the economic development in the long-term, and to the livelihoods of the local people (due to the potential loss of wildlife-based tourism). The NRM planning framework will provide a forum for participation in this debate by all sectors of society – managed by the DLUPU, which will be empowered by the project to be more effective at facilitating negotiated land uses. The Land Boards and community groups will be granted a forum to argue for a reduction in the size of the WMAs weighed against the scientific findings of the optimum sizes and juxtaposition of WMAs to secure migratory corridors. Outputs 3.1 has activities specifically designed to manage this risk.

178. **MTR risk analysis and rating: HIGH.** The Covid-19 pandemic and its likely effect on government budgets, including protected areas budgets is likely to significantly increase this risk in the near future. Unless an effective CBNRM process stimulates a consensual approach to wildlife conservation and infers security of tenure for wildlife resources on local communities – *conservation by the people* – the costs of maintaining the wildlife resources in these areas is likely to fall completely on the state and be significantly higher than they need to be.

179. The commitment of the GoB is not clearly signaled by the apparent hesitation to decisively move on gazzeting the WMAs and synergizing policies on issues such as boreholes. Without addressing underlying issues such as the weaknesses in the CBNRM and other means to offset the high costs of wildlife management to the state; *as much resources to wildlife conservation as the national budgets can afford* may not be enough. There is no hard evidence that political support is strong for the gazettment of the WMAs. The 2014 hunting ban has also very likely eroded the support for WMAs by reducing the relative land values in favour of conventional development and cattle rearing. External interests may have, quite legitimately, capitalized on this uncertainty. Uncertainty or prevarication on a decision is as bad in the long term as no decision because until gazetted these areas continue to be eroded by default. Managing this risk calls for greater communication with government personnel and policy-makers than has occurred up to now (though the recent, June 1st 2021, discussion with the ministries was a step in the right direction) but the KGDEP communication effort should be targeting this more.

Project Document Risk 5: MODERATE. Drought conditions and climate change may undermine the NRM, conservation and livelihood improvement objectives of the project.

MTR risk analysis and rating: MODERATE. No change and arguably multi-species mixed use systems with good interconnectivity and resilience are more capable of weathering stochastic events, shocks and surprises than single use systems. Conversely, dezoning of parts of the WMAs would shift this risk to **HIGH** and a very high likelihood that a stochastic event would be catastrophic. It might be unwise, given climate change models to rely on an approximate rhythm[103]. Directional climate change would likely move the focus of livelihoods towards wildlife and away from cattle, possibly even removing the external interest in cattle raising due to increased risk. Directional climate change under a single use system (e.g. cattle raising) would likely end in system failure or would need to match changes in climate with continuous reductions in stocking levels/profits. In the KGDE water is probably not the limiting factor, vegetation/grazing is.

Project Document Risk 6: MODERATE. Poachers and IWT criminals may change their tactics and stay ahead of the newly established capacities to protect wildlife.
MTR risk analysis and rating: Not possible to gauge – see risk 1. A functioning CBNRM approach with security of tenure, internalized costs and benefits and devolved authority and responsibility is likely to reduce the local community poaching activity and provide the necessary shared /common interests between enforcement and communities.

[103] The Project Document states in the Risk 6 mitigation – "*There is an approximate rhythm of droughts now established for the Kalahari region that shows there will be a serious drought at least once in ten years and semi-serious ones every 7 or so years. The whole of the SADC region went through a serious drought in 2015-2016.".* Most climate change models stress that established cycles will become less predictable with an increase in global temperatures.

4.5.1 Financial risks to sustainability

MTR Rating: *Moderately Unlikely*

180. As outlined across many of the project risks, the risks to financial sustainability are high (see Table 2 Budget variance). The KGDE is a vast area and the agencies tasked with managing the different policy sectors at the district level have limited financial resources making a collaborative approach to ecosystem management the most cost-effective way to do this. Trust is an important component of any governance approach, it saves time and reduces the transaction costs. Without trust between the different parties these time and financial costs are considerably higher, if not unaffordable.

181. The effect of the Covid-19 pandemic has been brutal in most countries severely curtailing economic activity and reducing revenues going to the fiscus while at the same time necessitating the diversion of revenues from normal spending streams to combat the pandemic. As a result, there is a high risk that the KGDE system will emerge from the pandemic with significantly reduced financial support making it all the more important that the project puts in place a resource protection approach, a land use planning system and the means to learn and adapt which removes the inequalities and inefficiencies from the system which drive up costs.

4.5.2 Socio-economic sustainability

MTR Rating: *Moderately Unlikely*

182. The socio-economic risks were highlighted in the ESIA and they have been confirmed through the MTR. Certainly, based on the Component 2 value chain approach there are considerable risks to the social and economic sustainability of the project outcomes. A revised Component 2 focusing on building the capacities of the communities through the Trusts would reduce this risk to some extent. However, the continued threat of de-zoning is cross-cutting. Even with an ILMP in place the uncertainty surrounding any decision on the WMAs mitigates the type of investment necessary to ensure the resilience of the system, effectively the resources would be abandoned by default.

4.5.3 Institutional framework and governance risks to sustainability

MTR Rating: *Moderately Likely*

183. LIKELY: At an institutional and agency level it is likely that there will be continued support for the planning process. These institutions in Botswana are strong and well-capacitated with good human resources and commitment from the GoB. The presence of NGOs in the area will persist, again, in Botswana there is a strong NGO sector and many of these are working in the KGDE.

184. MODERATEL UNLIKELY: The local communities that make up the focus of the KGDEP number approximately 4,480 people in 9 communities within the WMAs. The ESIA identifies that these communities are often marginalised and furthermore, due to historical events and land use

policies these communities face considerable internal governance challenges[104] as well as challenges in equitably negotiating with external interests. The asymmetrical power structures and weaknesses in the CBNRM programme pose many challenges to these communities which the KGDEP in its present construct does not appear able to redress.

4.5.4 Environmental risks to sustainability

MTR Rating: *Uncertain*

185. The MTR is unable to rate this aspect of sustainability until a clear decision is made on the de-zoning of the parts of the WMAs and linked to the expansion of borehole drilling in those WMAs. A decision to de-zone parts of the WMAs is likely to lead to conversion of the WMAs into cattle rearing and farming. In many ways this will simply transfer the pressures driving land degradation in the other areas into the WMAs. A single simplified land use system[105] as opposed to a multi-species land use approach which optimise land use according to the system's ability to buffer biotic and abiotic shocks and surprises is arguably more sustainable or resilient than a simplified system. The latter is the system envisaged in the Project Document and would be HIGHLY LIKELY to be sustainable.

5 Conclusions and Recommendations

5.1 Conclusions

186. The KGDEP is an important project. The basic strategy makes sense in terms of social, economic and environmental resilience of the KGDE, although it is poorly articulated in the Project Document. Resilience, rather than sustainability, is what the project strives for by making the KGDE – the sum of its socio-political, administrative, ecological and economic components – resilient to the risks, shocks and surprises, that changes in any one of these key drivers may bring, so that it can continue to exists without loss of the functions for which it is valued.

187. It would be expedient and negligent to present this as a trade-off between economic development (in the form of the cattle sector) versus conservation (CBNRM and a wildlife sector). Such binary arguments are deeply simplistic and offer little of value in solutions. Arguably, the trade-offs have already been made at a national level between economic development and protecting vulnerable ecosystem goods and services upon which any socio-economic development is underpinned. These trade-offs are represented in the national policy framework and sector agencies. The objective of the KGDEP is not to determine a maximum or a minimum – multi-species or single species in terms of land use – but rather to determine an optimum, spatially, equitably, economically and ecologically - in order to ensure that there is resilience within the system. It Is about finetuning (or sometimes even coarsely tuning) the details of how this done.

[104] The internal governance challenges of the Trusts are raised by numerous peer-reviewed citations, some of which have been referenced in this report. The projects own ESIA and Draft ESMP have also raised these issues.

[105] A single, simplified land use system might be livestock rearing, game farming; essentially a single livelihood option – the equivalent of "putting all the eggs in one basket"- possibly maximising profit but discounting the risks. A multi-species system would could include a rational and spatial mix of economic activities – "hedging" against uncertainty.

188. At the MTR the project is not progressing well. However, with remedial actions, taken swiftly it still has an opportunity to achieve its nationally, regionally and globally important objective.

5.1.1 Management conclusions

189. The project outcomes and objectives are well-aligned with the national policy framework and the UNDP United Nations Sustainable Development Goals, in particular: (SDG 1), improve food security (SDG 2), improve economic growth and promote decent work (SDG 8), protect, restore and promote sustainable use of terrestrial ecosystems, sustainable manage forests, halt or reverse land degradation and biodiversity loss (SDG 15), and promote peaceful and inclusive development (SDG 16). It is aligned with the GWP *Outcome 1: Reduction in elephants, rhinos, and big cat*[106] *poaching rates. (Baseline established per participating country)* and *Outcome 4: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target.*

190. The Project Document clearly sets out an implementation structure that fits a National Implementation Modality. The management arrangements in place at the MTR are more consistent with a Direct Implementation Modality in which the UNDP CO is the institutional home of the PMU and is directly involved in execution of the project (extended beyond the realm of execution-support as provided for in the LOA). There were possibly good operational reasons for this change[107] (e.g. UNDP procurement procedures, etc.) but these do not outweigh the project assurance risks that this poses to the KGDEP. There are insufficient fire walls between the assurance role of the UNDP CO and the operational role of the PMU. Furthermore, this creates a high risk in a GWP portfolio project because of the nature of Component 1. These risks need to be firmly embedded within the national Constitutional, Legislative and Institutional safeguards of Botswana where, in the event that a risk is quite legitimately realised, it does not expose the UNDP and the GEF, and it can be handled through transparent national civil procedures, as well as being in full compliance with UNDP's SES Policy.

191. It is likely that this weakness in project assurance is also manifesting in other areas of the project's implementation such as weak fiduciary controls (slow "burn rate", overspends and underspends in budget lines, etc.) and a slow delivery rate as the CO struggles to assert its assurance over a complex myriad of project partners. One result of this appears that the assurance role places a significant time burden on the regional level[108] and at the national level this is assigned, at least in the current project's management structure (see Diagram 2), to the CTA.

192. The PMU is under-capacitated and furthermore, there are unclear lines of communication, and decision-making processes, with the PM currently reporting to the Programme Analyst in UNDP. Component 1 is almost entirely implemented by the DWNP because of the sensitive nature of the information and work. However, and as has been shown by the ESIA, it is not clear how this component links to the other three components in a coherent way. It may even be undermining the other components which is not necessarily a conclusion that can be drawn from the ESIA, but is certainly a risk identified in that study and the MTR.

[106] In the KGDEP this is limited to the issue of large carnivores.
[107] Usually, direct execution support is only required when the HACT micro-assessment of the IP indicates significant or high risks. In this case, no HACT micro-assessment was performed, and the macro-assessment that was available at the time of the Project Document development indicated LOW RISK.
[108] The regional support team is responsible for both technical and fiduciary quality assurance, providing a second tier of oversight, after that provided by the UNDP CO.

193. The PSC/PB is unwieldy and appears not to exercise its authority as an executive body for the project. The PSC/PB is a forum for participation but this should be high-level participation and its members should be able to make decisions on behalf of the project as a small executive group. Much of the participation that takes place in the PSC/PB would be better accommodated in the TAC and TRG.

194. The project has under-utilised the NGO capacity which is available in the KGDE and has not used the component manager approach outlined in the Project Document. Since 2020 the project appears to have built stronger relations with these NGOs and this should continue.

195. There is strong support for the project across a range of stakeholders who almost universally agree on the project objective and this is driven by high-level advocacy by the UNDP CO. This is matched by stated government commitment. However, it is not clear whether this is matched by actions to decisively address issues such as; the de-zoning of the WMA areas and the establishment of boreholes in these areas. It is also not clear to the MTR whether these mixed messages are the result of confusing contradictions in sector policies or whether they are a determined policy to expand the cattle rearing sector into the WMAs. The latter would certainly carry considerable risk given the unpredictability of arid systems, the uncertainty of directional climate change and the evidence that the KGDE system is already under considerable ecosystem stress. The policy equivalent of putting all the eggs in one basket.

5.1.2 Strategic conclusions

196. The original rationale for the KGDEP remains strong in terms of the national importance for Botswana and the reasonably expected, and globally important, global environmental benefits (GEBs), as well as the means to achieve these, as set out in the Project Formulation Document (PFD) which were reasonable. The recent submission (Annex 19) by the project to the MENT outlining the national and global benefits of maintaining connectivity in the KGDE system and building resilience, has further confirmed the national and global importance of the KGDE as well as outlining in part, the means to secure the system and its globally important ecosystem goods and services.

197. The other part of achieving this, which was not provided in the Project Document, has been outlined, at least in part, in the ESIA report produced by the independent safeguards' expert contracted by the project, which together with the ILMP recognises and gives priority to the social dimensions of ecosystem resilience.

198. It is important to determine, in some part as well, what is meant by *ecosystem resilience as;* "*resilience can be defined as the capacity of a system to undergo disturbance while maintaining both its existing functions and controls and its capacity for future change*"[109], moreover; "*resilience is determined not only by a systems' ability to buffer or absorb shocks, but also by its capacity for learning and self-organisation to adapt to change*"[110].

199. This is a reasonable description when dealing with a system which is dynamic and shaped in large part by socio-political, economic and environmental drivers over time, more so when related

[109] Gunderson, L.H. (2000). Ecological resilience – in theory and application. Annual Review of Ecology and Systematics 31, 425-439.
[110] Gunderson, L.H. and Holling, C.S. Eds. (2002). Panarchy: Understanding transformations in human and natural systems. Washington, DC. Island Press.

to arid systems where the margins between system sustainability and system failure are very small.

200. At the design phase of the KGDEP, changes brought in by the 2014 moratorium on hunting fundamentally affected the strategy set out in the PFD by altering the relative values of wildlife against a range of other land use activities, not all of them compatible – at least in intensity – with ecosystem resilience. While at the same time; creating the conditions that have led to an erosion of the efficiency and well-being of the Community Trusts[111] which already faced challenges in terms of equal access to benefits and a level playing field in negotiations with external interests due to their weak internal capacities.

201. The design of the project attempted to respond to these changes, in line with the national policy prevalent at the time by introducing an alternative livelihoods strategy in Component 2. This took the form of a value chain analysis to identify enterprises which would support nature-based livelihoods that alleviate poverty, involve communities more actively in NRM and anti-poaching activities and reduce HWC. This has not been successful and the project risks straying into conventional rural development without linking enterprise benefits to wise management of the resource or delivery of the project's targets.

202. The original SESP carried out during the design phase was inadequate. Subsequent SESP exercises have identified significant human rights and displacement risks either directly or indirectly affected by the project. These are largely related to Component 1 and 2 but are also crosscutting in the ILMP because land use zoning may have implications of resource tenure, rights of access and their ability to pursue and practise certain land uses.

203. In terms of CBNRM, the national policy framework has a number of theoretical inconsistencies and inefficiencies when compared to other CBNRM approaches in the region. The most important of these are that; while it recognises and legitimises the community as a *corporate body* through the Trust:

- It does not devolve authority *and* responsibility to the level of the Trust. The authority for wildlife remains largely with the DWNP[112].
- It only transfers the benefits of wildlife to the Trust, however the wildlife remains a *res nullius* resource, essentially controlled by the state. To some extent the community become passive beneficiaries without the strong motivational needs to build their internal capacities and social capital as well as including other livelihood resources and activities within their collective management. Quota setting, wise management and the ability (right) to use or *not* use the resource, which effectively determines the strength of ownership and therefore the duty of care (and investment), is effectively removed from the community's agency.
- At least in the first instance the costs of entry are high and these are not necessarily reserved for the community; external interests can access these resources. Therefore, it does not imbue the sense of ownership or proprietorship that is a feature of the more effective CBNRM approaches.

[111] Blackie, I., & Casadevall, S. R. (2019). The impact of wildlife hunting prohibition on the rural livelihoods of local communities in Ngamiland and Chobe District Areas, Botswana. Cogent Social Sciences.

[112] Power dynamics and new directions in the recent evolution of CBNRM in Botswana, Lin Cassidy, Conservation Science and Practice, Wiley, 31 March 2020

- It exists more as a benefit distribution scheme[113] than as a strategy for managing common pool resources for the benefit of a defined group who bear the costs of management including the opportunity costs.

204. In addition to this, the CBNRM programme has not experienced the sort of long-term support to building the capacities of the Trust that has also been a feature of other Southern African approaches. Whether this has been an oversight or it is because a benefits-only system is deemed not to need internal capacities to manage it, it is likely that this has had a deleterious effect on the community's ability to organise other livelihood activities that depend upon a common pool resource (e.g. grazing, veldt product harvesting, etc.) as well as their ability to organise internally and negotiate with external interests.

205. The MTR is not intended to assess the status of CBNRM except to illustrate that there are significant inefficiencies and inequalities within a system which the project strategy is heavily dependent upon. Until the ESIA in 2020, although the issue of capacities within the Trusts were discussed, little was done to the Component 2 strategy to address these weaknesses, this was essentially the "*elephant in the room*" [114]. It is critical that the KGDEP now puts in place strategies to address these weaknesses in the project area, following the guidance of the ESIA and ESMP.

206. The KGDEP is at its mid-term, performing poorly against the targets defined in the Project Results Framework, despite considerable effort and activity and albeit with some signs that implementation has picked up latterly (e.g. the ILMP Inception Report and presentation to Ministers and the ESIA). However, unless the issues related to de-zoning parts of the WMAs and the continued installation of boreholes are addressed quickly and decisively, unless the weaknesses in the PMU are strengthened and it has better fiduciary control, unless the PSC/PB is made more effective and a firewall between project execution and implementation is put in place including utilising the UNDP CO monitoring and evaluation capacity directly within the project, and lastly, unless the findings of the ESIA are used to strengthen all components including establishing an effective Grievance Redress Mechanism which will continue post project; there are considerable risks and it is questionable as to whether the project can achieve its outcomes and objectives.

207. Lastly, the 2019 lifting of the hunting ban has materially changed the regulatory framework within which the Project Document was designed. In a CBNRM framework, the MTR would argue that this is a change for the better because it provides wildlife resources in marginal areas with a focused value to those who live with the resource and feel most acutely the costs of its management (however that is defined), including the opportunity costs and the results of HWC. However, there are concerns about the CBNRM programme (outlined above) and the hunting sector in Botswana *per se*[115]. These are legitimate concerns which could represent reputational

[113] Power dynamics and new directions in the recent evolution of CBNRM in Botswana, Lin Cassidy, Conservation Science and Practice, Wiley, 31 March 2020

[114] The "*elephant in the room"* is an English idiom for an obvious truth that is being ignored or goes unaddressed. It is based on the idea that an elephant in a small room would be impossible to overlook. It sometimes is used to refer to a question or problem that very obviously stands to reason, but which is ignored for the convenience of one or more involved parties.

[115] There are numerous peer-reviewed papers related to hunting in Botswana as well as reports (e.g. Martin, Mead cited in this report). A useful discussion is provided in Joseph E. Mbaiwa (2017): Effects of the safari hunting tourism ban on rural livelihoods and wildlife conservation in Northern Botswana, South African Geographical Journal, DOI: 10.1080/03736245.2017.1299639. A review of the sector is also provided in P.A.

risks to both the UNDP and the GEF as well as challenging the project's ability to achieve its results and creating environmental and social safeguarding risks. Furthermore, there is no consensus on the effectiveness of trophy hunting as a conservation tool, although the recent hunting ban appears to point towards it being more effective in terms of motivating stakeholders in the KGDE, it remains that there are many questions about the equitable distribution of benefits and of the governance and efficiency of the sector itself as a conservation approach.

208. These concerns can be addressed outside of the project. However, they need to be addressed before either the UNDP, or the GEF, would expose themselves in a populist climate which ignores the full complexities of ecosystem management. Simply put, hard evidence and shared values of equitable benefit sharing, local empowerment, methods for determining quotas, ability to enforce ethical standards, sustainability and the rights of rural people to a livelihood, considerations in respect of CITES and possible links between legal and illegal trade are all issues that need to be carefully unpacked, but they cannot do so when there are unresolved issues within the system itself. Therefore, any work with the communities, who mostly wish to obtain their Head Leases has to be carefully nuanced and directed towards building their internal governance and capacities rather than directed at obtaining the Head Lease.

5.2 Recommendations

209. The MTR therefore makes the following 11 recommendations. They are all urgent and need to be implemented immediately or within the near-term (4 – 6 months) for the KGDEP to have a reasonable chance to reach its objectives. This will likely require fast-tracking many of the procedures and it is important to realise that the pace of the project thus far will need to be greatly accelerated to achieve these:

Recommendation 1: 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 on 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, the UNDP will be able to more effectively ensure that the project is implemented in full compliance with the terms of the UNDP SES Policy
To be implemented by: UNDP & MENT.
Timeline: Immediate
Priority: Urgent

Recommendation 2: The MENT/DEA established a forum for state and non-state actors involved in land use in the KGDE. The purpose of the forum is to openly discuss land use issues – land use planning, CBNRM, regulatory enforcement, resource-based enterprises, hunting, private sector involvement and JVPs. It should cut across all 4 components and inform the ILMP process. It should be separate from the TAC and TRG. NGOs and academics involved in wildlife, livelihoods and land use planning should be included in the "membership". The purpose of the forum is to provide a platform for land users to discuss land use and land use planning in the broadest sense. A selection of experts from academic institutions with strong applied social studies departments should be invited to attend the meetings. Meetings should be held quarterly and in the project domain. A highly qualified facilitator should be engaged on a Contractual basis to i) develop the participatory methodology, ii) facilitate the

Lindsey, P.A. Roulet, S.S. Romanãch, Economic and conservation significance of the trophy hunting industry in sub-Saharan Africa, Biological Conservation 134 (2007) 455 – 469, Elsevier.

meetings, and iii) provide workshop reports/proceedings and communications for distribution to project stakeholders and high-level advocacy and general publication. The facilitator should be tasked with deciding on the appropriate methodology, participatory tools and approaches.
To be implemented by: MENT & PMU.
Timeline: Immediate
Priority: Urgent

Recommendation 3: Engage through a competitive process, a substantive Project Manager to the PMU. The PM has to have a considerable and high-level advocacy and technical role. The position should be a managerial role, and not be an administrative one. A senior person with experience in planning and CBNRM is required to fill this position. They should report through the Project Director (MENT/DEA) to the PSC/PB. They should be engaged as soon as possible in order to drive through the restructuring of the project.
To be implemented by: MENT – UNDP CO to confirm.
Timeline: Immediate
Priority: Urgent

Recommendation 4: Review the project SRF/LF indicators and targets. Consider:

> Component 2 – transfer indicator 8[116] to Component 1 and rephrase according to ESIA. Use historical and disaggregated data collected from DWNP to retrofit baseline.
>
> Component 2 - *Indicator 6: Number of value chains and ecotourism ventures operationalized*. Consider maintaining the indicator and use against the remaining livelihood projects to be supported by the project and add an additional indicator to measure the capacity building with the Trusts to be defined through the ESIA - see below Recommendation 6 & 7.
>
> Component 2 - *Indicator 7: Percentage increase in incomes derived from ecotourism and value chains*. Remove this indicator and replace with an indicator that reflects the project's impact on increased social capital and empowerment of Trusts which can be derived from the ESIA and ESRM. Retrofit the baseline.
>
> Component 4 – include an additional indicator(s) to reflect the findings and recommendations of the ESIA, in particular the effectiveness of the GRM (separate indicator)

To be implemented by: PMU – UNDP CO M&E to provide oversight – PSC/PB to approve - RTA to confirm compliance with GEF requirements.
Timeline: Immediate
Priority: Urgent

Recommendation 5: Review all the Component 2 proposed projects and reject those that do not contribute to the KGDEP objective (see Annex 20) and are spatially aligned with the ILMP. Urgently communicate the decisions to the local communities and explain why. Select those projects that still fit the criteria of the project or engage the community members again on the project rural appraisal exercise and be guided by the project objectives, to build project ownership; and move quickly to implement them (see recommendation 6).
To be implemented by: PMU - PSC/PB to approve.
Timeline: Immediate
Priority: Urgent

[116] Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions.

Recommendation 6: Component 2 should be reviewed against the ESIA findings and an Output added to reflect support to capacity building with Trust. There is a reputational risk associated with this and related to the trophy hunting. The project should prepare a brief outlining the risks and explaining that the principal involvement of the KGDEP with the Trusts is to build their internal capacities and social capital. There are considerable weaknesses in the hunting sector in Botswana, many of them are associated with the poor capacities of the Trusts to negotiate with external interests and markets and to capture the economic benefits. This output, in part, will address these weaknesses although not necessarily with the view to the Trust obtaining its Head Lease. That is an internal and independent decision for the Trust. Lifting the hunting ban represents a fundamental change in the regulatory context for the project and the Project Document would need to be reformulated through this output if it were to specifically link capacity building with the Head Lease/hunting. Neither is it ethically right for the project to ignore support to the Trusts to build their internal capacities and build social capital, especially as it relates to negotiating with external interests such as the private sector as well as government agencies. The output should clearly demonstrate how it addresses the existing weaknesses and strengthens the Trusts capacities, especially in relation to illegal hunting and their relationship with the DWNP by linking this to the GRM. On the surface, the changes in legislation creates a conundrum for the KGDEP. Support to the communities is absolutely in line with the Project Document and with the recommendations of the ESIA, arguably it is in line with the national policy framework and is, inevitably, just the right thing to do. However, that support, if successful, will enable the Trusts to access certain rights over resources on their land and they are then legally, and morally entitled to use those resources within the Law. However, there are considerable and justified concerns relating to the trophy hunting sector *per se*. However, it helps if the argument is not framed in a binary manner - between "consumptive" and "non-consumptive" uses. The argument should be framed in terms of:

> **Protection:** Given that the particular circumstances of a resource – such as scarcity, level of threat, historic events etc. – result in a precarious situation where utilisation of the resource is considered too risky, protection – through legislation, protected area, etc. – is a valuable tool to ensure sustainability of the resource. However, this is a costly option and these costs – prohibition, enforcement, management, opportunity costs etc. – are both definable and measurable and, therefore, sustainability can be measured against the ability of society/national governments to meet these costs. This already takes place in the KTP and CKGR
>
> **Utilisation:** Given that a resource can withstand a level of utilisation that is biologically sustainable it is possible to establish a management regime, which maintains the resource at an acceptable level providing that those who incur the management or opportunity costs are able to benefit from its utilisation.
>
> **Abandonment:** Given that a resource cannot be utilised sustainably and society is either unable or unwilling to incur the costs of protecting the resource, then the resource must be "abandoned". That is; there is a high risk of extirpation or biological or economic extinction. While it is unlikely that any society would knowingly advocate abandoning a resource – species, population or ecosystem – when protective measures are applied without the material resources or capacity to effectively carry this out, there is a high risk of abandonment by *default.*

If wildlife passing through the WMAs is not given a focused value to those communities who share the land then it is likely that they will abandon the resource in favour of other legitimate land uses. Neither will they collaborate with the state, on whom the responsibility for protecting wildlife will fall in its

entirety. Accepting the concerns about the hunting sector in Botswana, regardless of whether use is "consumptive" or "non-consumptive"; community utilisation by an empowered community with strong internal governance and cohesion and a willingness to collaborate to safeguard their resources carries less risk to the wildlife resources.
To be implemented by: PMU & CTA – PSC/PB to approve - RTA to confirm with GEF.
Timeline: Short-term
Priority: Urgent

Recommendation 7: Under Component 2 identify and engage NGO partners to implement Component 2 activities (Recommendations 6 & 7). Some of these NGOs have been working in the two districts and their knowledge and experience will be vital. This move will necessitate the UNDP CO carrying out a HACT on each NGO[117] and the PMU negotiating Contracts. The PSC/PB to set a milestone date for completion of administrative procedures and include in Recommendation 9).
To be implemented by: PMU – PSC/PB to approve - RTA to confirm.
Timeline: Short-term
Priority: Urgent

Recommendation 8: Develop time-bound Output Indicators (linked to the outcome-level indicators) with a "traffic lights" colour coding system for the remaining part of the project implementation. Output indicators to be reviewed bi-monthly by UNDP CO and reported by the PMU to the PSC/PB quarterly or on an *ad hoc* basis as needed in order to ensure that things get done.
To be implemented by: PMU to develop & ESIA Consultant to confirm compliance with ESIA/ESMP recommendations – PSC/PB to approve.
Timeline: Immediate
Priority: Moderate

Recommendation 9: Implement the findings of the ESIA and the ESMP including operationalising the GRM for the project. All Component activities to demonstrate Free and Prior Informed Consent (FPIC) under the ESMP. ESIA and ESMP to be posted on the UNDP CO website once internally reviewed by UNDP safeguards focal point.
To be implemented by: MENT – UNDP CO to confirm.
Timeline: Immediate
Priority: Urgent

Recommendation 10: The PMU should, following the management response to the MTR begin to develop a legacy plan with the project's partners and in line with the upcoming Green Climate Fund project on rangeland management (developed by Conservation International). There is very little time left and many of the outputs will likely need longer term support beyond the end of the KGDEP. Starting a legacy plan will ensure that there is a smooth transition.
To be implemented by: PMU – PSC/PB to approve.
Timeline: Medium-term
Priority: Urgent

Recommendation 11: The PSC/PB should be reduced to a small executive group 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*

[117] This depends on the amount of resource to be managed by the NGO - with the entry-level threshold triggering a HACT requirement being $150,000 per annum.

Botswana, Livestock/Game Ranchers, Community Groups, NGOs. In addition to this the PSC/PB should include representation from *the Trusts*
To be implemented by: PMU – MENT/DEA to approve
Timeline: Immediate
Priority: Urgent

6 Annexes

Annex 1: MTR Terms of reference

DUTIES AND RESPONSIBILITIES

D. MTR Approach & Methodology

The MTR report must provide evidence-based information that is credible, reliable and useful.
The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure (SESP)), the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review. The MTR team will review the baseline GEF focal area Tracking Tool (The Global Wildlife Programme (GWP) GEF-6 Tracking Tool) submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool (The Global Wildlife Programme (GWP) GEF-6 Tracking Tool) that must be completed before the MTR field mission begins.
The MTR team is expected to follow a collaborative and participatory approach[118] ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.
The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given the available resources and prevailing constraints. The MTR team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.
The final methodological approach including interview schedule, field visits and data to be used in the MTR should be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders and the MTR team.
Engagement of stakeholders is vital to a successful MTR.[119] Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to *(*KGDEP relevant structures (the Project Management Unit, Project Steering Committee, and Technical Reference Group), and other key stakeholders including: i) Wildlife management and law enforcement agencies (DWNP)[120]; ii) Technical service providers (Department of Tourism, Botswana Tourism Organization, Land Boards, Local Authorities, Land Use Planning Unit, Dept. of Forestry and Range Resources (DFRR), Social and Community Development (S&CD), Dept. of Veterinary Services (DVS), Dept. of Animal Production, Crop Production, Department of Water affairs (DWA), Dept. of Environmental Affairs (DEA); and iii) Representatives of local communities and CSOs. Local institutions to be consulted include Trusts (CBOs), Farmers' committees, Farmers' associations, Dikgosi (chieftainship), Village Development Committees (VDC) and Ghanzi and Kgalagadi District Councils, Botswana University of Agriculture and Natural Resources (BUAN) and Department of Agricultural Research (DAR). Additionally, the MTR team (in this case, the National Consultant) is expected to conduct field missions to the project sites in the Kgalagadi and Ghanzi districts.
The final MTR report must describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

[118] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.
[119] For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93.
[120] Beyond the DWNP, law enforcement agencies include Botswana Defence Forces, Botswana Police Forces, Judiciary, Botswana Prison Services, Directorate on Intelligence Services and Security (DISS), Botswana Unified Revenue Services (BURS).

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. As travel to Botswana is not guaranteed to be open during the MTR period, the MTR team should develop a methodology that takes this into account. This includes the need to conduct the MTR virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the MTR Inception Report and agreed with the Commissioning Unit.

Due to the travel restrictions, the International Consultant (Team Lead) will be home-based and will work closely with the National Consultant in engaging stakeholders via virtual consultations via telephone or online (Zoom, Skype, etc.). During the planning of virtual stakeholder consultations, careful consideration should be given to the coverage of mobile telephone networks, particularly in remote areas of the Kgalagadi and Ghanzi Districts. Where possible, the appropriate technical and ICT arrangements should be made in advance to support a successful consultation process — support on this will be provided by the PMU. Should virtual consultations not be possible, the National Consultant will be required to travel to project sites to conduct face-to-face interviews — in compliance with the relevant Government of Botswana COVID-19 regulations. Field missions to project sites will be conducted by the National Consultant and findings shared with the International Consultant. Furthermore, all stakeholder engagement will be strongly supported by the Project Team. Consideration should be taken for stakeholder availability, ability, and willingness to be interviewed remotely and the constraints this may place on the MTR. These limitations must be reflected in the final MTR report. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority — this will be ensured by complying with all of the Government of Botswana's COVID-19 regulations.

The final MTR report must describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

E. Detailed Scope of the MTR

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

1. Project Strategy

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.
    - Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?

- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

2. Progress Towards Results

- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
- Compare and analyse the GEF Tracking Tool (The Global Wildlife Programme (GWP) GEF-6 Tracking Tool) at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

3. Project Implementation and Adaptive Management

Management Arrangements

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO	Actual Amount Contributed at stage of	Actual % of Expected Amount

			Endorsement (US$)	Midterm Review (US$)	

- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes co-financing amounts by source as 'investment mobilized' or 'recurrent expenditures'. (This template will be annexed as a separate file.

Project-level monitoring and evaluation systems

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.

Stakeholder Engagement

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
  - The project's overall safeguards risk categorization.
  - The identified types of risks[121] (in the SESP).
  - The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (recently revised), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

Reporting

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)

[121] Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications & Knowledge Management

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

4. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Impact of COVID-19

- Review of the impact of COVID-19 on overall project management, implementation and results (including on indicators and targets).
- Assess the project's response to COVID-19 impacts including and not limited to responses related to stakeholder engagement, management arrangements, work planning and adaptive management actions.

Conclusions & Recommendations

The MTR consultant/team will include a section in the MTR report for evidence-based **conclusions**, in light of the findings.

Additionally, the MTR consultant/team is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTR consultant/team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See the TOR Annexes for the Rating Table and ratings scales.

F. Expected Outputs and Deliverables

The MTR team shall prepare and submit:

- MTR Inception Report: MTR team clarifies objectives and methods of the Midterm Review no later than 2 weeks before the MTR mission. To be sent to the Commissioning Unit and project management. Completion date: 18 February, 2021
- Presentation: MTR team presents initial findings to project management and the Commissioning Unit at the end of the MTR mission. Completion date: 29-31 March, 2021 (exact date to be confirmed)
- Draft MTR Report: MTR team submits the draft full report with annexes within 2 weeks of the MTR mission. Completion date: 9 April, 2021
- Final Report*: MTR team submits the revised report with annexed and completed Audit Trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Completion date: 20 April, 2021

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

G. Institutional Arrangements

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is *the Botswana UNDP Country Office.*

The Commissioning Unit will contract the consultants (support from UNDP Botswana CO will be provided for the recruitment of a National Consultant from Botswana to support with *inter alia* consultations, site visits and translation) and ensure the timely provision of per diems and travel arrangements within Botswana (Gaborone, and Kgalagadi and Ghanzi Districts) for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews (including virtual interviews as possible), and arrange field visits.

H. Duration of the Work

The total duration of the MTR will be approximately *30 days* over a period of *12 weeks* starting *12 February 2021,* and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

- *31 January 2021:* Application closes (through existing roster)
- *8 February 2021:* Selection of MTR Team
- *12 February:* Prep the MTR Team (handover of project documents)
- *15 to 18 February 4 days:* Document review and preparing MTR Inception Report
- *1 to 3 March 3 days:* Finalization and Validation of MTR Inception Report- latest start of MTR mission
- *10 to 26 March 13 days:* MTR mission: stakeholder meetings, interviews, field visits *(the international consultant will conduct remote interviews as possible, with the local consultant — under the guidance of the international consultant — conducting site visits and face-to-face consultations where required)*
- *29 to 31 March:* Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- *1 to 9 April 7 days:* Preparing draft report
- *19 to 20 April 2 days:* Incorporating audit trail on draft report/Finalization of MTR report
- *22 to 23 April:* Preparation & Issue of Management Response
- *30 April 2021:* Expected date of full MTR completion

The date start of contract is (12 February 2021).

I. Duty Station

The **International Consultant (Team Leader)** will be homebased, leading the MTR remotely. A National Consultant will be hired to support the International Consultant, being responsible for field site visits, arranging and conducting interviews with stakeholders who cannot be interviewed remotely, and collecting data and information not available digitally. The International Consultant must guide and oversee the work of the National Consultant, being responsible for all final inputs into the MTR report.

REQUIRED SKILLS AND EXPERIENCE

J. Qualifications of the Successful Applicants

A team of two independent consultants will conduct the MTR - one team leader (a homebased International Consultant with experience and exposure to projects and evaluations in other regions globally) and one team expert (a National Consultant) from Botswana. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas:

Education

- A Master's degree in natural resources management, wildlife management, biodiversity conservation, natural sciences, environmental management, environment, development studies, or other closely related field;

Experience

- Experience in evaluating development partner/donor funded projects using result-based management methodologies. UN-GEF project/programme evaluation experience will be considered an added advantage;
  Experience in project design, and implementation (including adaptive management), monitoring and reporting on CBNRM and biodiversity related projects. Experience in Botswana or the broader SADC region will be an added advantage.;
- Demonstrated understanding of issues related to gender, other UN cross cutting issues and ecosystem management;
- Excellent communication skills;
- Demonstrable analytical skills;
- Experience in conducting or supervising project/programme evaluations remotely will be considered an asset.

Language

- Fluency in written and spoken English.

K. Ethics

The MTR team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The MTR team must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The MTR team must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

L. Schedule of Payments

- 20% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final MTR report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

  Criteria for issuing the final payment of 40%
  - The final MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.

- The final MTR report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the MTR, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

APPLICATION PROCESS

M. Recommended Presentation of Offer

a) **Letter of Confirmation of Interest and Availability** using the template[122] provided by UNDP;
b) **CV** and a **Personal History Form** (P11 form[123]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

N. Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

Annex 2 Evaluation Criteria and Ratings

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.

[122] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx
[123] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

Annex 3 Budget Execution at last PIR (June 2020)

Cumulative GL delivery against total approved amount (in ProDoc):	18.89%
Cumulative GL delivery against expected delivery as of this year:	28.63%
Cumulative disbursement as of 30 June 2020 (note: amount to be updated in late August):	1,132,931

Annex 2: Evaluation Matrix

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
How does the project addresses country priorities? • How strong is the country ownership? • Was the project concept in line with the national sector development priorities and plans of the country?	Alignment of projects strategy and theory of change with country situation and national priorities, alignment of project objective and outcomes with other national programmes and projects	Project Document, UNDP Country Programme, sector policies and regulatory frameworks, regional agreements and programmes	Document review, interviews with government agency stakeholders and project partners, analysis.
How does the project address the GWP priorities? • How well aligned with the GWP objectives? • Is the project monitoring the GWP indicators? • How is the project staying on track to meet the GWP objectives? • How were the objectives of the GWP and national (GOB) priorities and objectives aligned? • How has the project participated in lesson-sharing platforms managed by the GWP?	Alignment of projects strategy and theory of change with GWP priorities and objectives. Alignment with GWP themes. Project outputs and outcomes. Selection and applicability of indicators (GWP) Interactions with other GWP Child projects Outcomes and causal pathways of the TOC	Project Document, GWP programme documents, UNDP-GEF RTA, TOC	Document review, interviews RTA
To what extent were decision-making processes during the project's design phase reflecting national priorities and needs? • Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?	Effectiveness of partnerships arrangements since inception, co-financing budget execution	Project Document, Inception Report, PIRs, minutes of SC meetings, TOC.	Document review, interviews with government agency stakeholders and project partners, analysis.
How relevant is the project strategy to the situation in the project area?	Coherence between project design and implementation – what changes have had to be made. Level of project resources assigned to tasks.	Project Document, Inception Report, Consultant's studies and	Document review, interviews with government agency

• Does it provide the most effective route towards expected/intended results? • Were lessons from other relevant projects properly incorporated into the project design?		reports, minutes of Steering Committee and Technical Advisory Group	stakeholders and project partners, analysis.
What was/is the problem addressed by the project and the underlying assumptions? • What has been the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document. • Was the problem correctly identified?	Suitability of specific components of the project to address issues and achieve results areas. Changes to the strategy, changes to the interventions. Completeness of interventions by mid-term.	Project Document, Inception Report, Work Plans, PIR and TAG minutes of meetings, Consultants reports.	Documents, interviews with stakeholders, project implementing partners, PMU and project Consultants.
Does the project's Theory of Change reflect the complexity, uncertainty and cause and effect relationships with in the KGDEP system	Project TOC causal pathways, outputs and outcomes, emergent or unidentified risks, weak links in the cause and effect relationships	TOC, Project Document strategy, risk register, NC field mission findings, PMU and CTA	Discussion and analysis
To what degree is the project's implementation a participatory and country-driven processes: • Do local and national government stakeholders support the objectives of the project? • Do they continue to have an active role in project decision-making that supports efficient and effective project implementation? If so, how is this achieved?	Gender disaggregated data, level of co-financing commitment/expenditure, workshop and meeting attendance, degree of ownership of project community-based initiatives	Project reports, PIR, workshop reports, co-financing records	Documents, interviews with stakeholders, project implementing partners.
Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?	National policy priorities and strategies, as stated in official documents. Approved policy and legislation related to wildlife, land use and land use planning, budgets, etc.	National policy and regulatory framework documents	Document review, interviews with high-level project partners.
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			

What progress has the project made in each component against the start of project baselines?	Review the logframe indicators against progress made towards the end-of-project targets	Logframe, PIRs, Annual Work Plans, budget execution, GEF Tracking Tools	Analysis, interviews with partners and stakeholders
What barriers, if any, have delayed progress towards results?	Review the logframe indicators against progress made towards the end-of-project targets	Logframe, PIRs, Annual Work Plans, budget execution, GEF Tracking Tools	Analysis, interviews with partners and stakeholders
What changes in implementation approaches and outputs will increase the rate of delivery against results?	Review the logframe indicators against progress made towards the end-of-project targets	Logframe, PIRs, Annual Work Plans, budget execution, GEF Tracking Tools	Analysis, interviews with partners and stakeholders
Cross Cutting issues: to what extent has the project address the UN cross cutting issues such as SDGs, gender and women's economic empowerment, youth, partnerships, innovations etc.			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	Project documents, project staff, project stakeholders	Desk review, interviews, field visits
In what ways are the project's gender results advance or contribute to the effectiveness of the project's outcomes?	Existence of linkages between gender results and project outcomes and impacts development	Project documents, project staff, project stakeholders	Desk review, interviews, field visits, analysis
What assessments of climate change vulnerability were used to inform project plans and activities?	Mention of climate change adaptation in project plans, reports and deliverables	Project documents, project staff, project stakeholders	Desk review, interviews, field visits
In what ways was climate change adaptation integrated into project plans, activities and deliverables?	Inclusion of climate change adaptation in project plans, reports and deliverables	Project documents, project staff, project stakeholders	Desk review, interviews, field visits
In what ways was climate change adaptation used to inform the design and implementation of SLM and NRM activities involving local communities	Inclusion of climate-smart agriculture practices, climate-resilient development practices for local communities	Project documents, project staff, project stakeholders	Desk review, interviews, field visits, analysis

To what extent has the project increased local capacity for community-based NRM and SLM?	Numbers of local community members provided with training in CBNRM and SLM practices Numbers/proportion of local community members continuing to practice these methods	Project documents, project staff, project stakeholders, local agency records	Desk review, interviews, field visits, analysis
In what ways and to what extent has the project contributed towards poverty reduction in the targeted areas?	Tangible improvements to socio-economic status of beneficiaries (eg improved livelihoods, food security, income)	Project documents, project staff, project stakeholders, local government records	Desk review, interviews, field visits, analysis
Have the project's strategies for CBNRM and SLM been mainstreamed, replicated or upscaled in ways that will contribute towards poverty reduction beyond immediate project beneficiaries?	Project related CBNRM and SLM practices incorporated into new sector policies and plans for agriculture, rural development, environment, etc. Replication or upscaling of project related CBNRM and SLM to other areas	Project documents, project staff, project stakeholders, local government records, local service providers/extension officer's records	Desk review, interviews, field visits, analysis
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
How has the project managed risks? What changes to the projects risk have been made since the project started? Are there new and emergent risks? Have these been added to the ATLAS Risk Management Log/Register? What has been done to mitigate the risk? What specific actions have been taken to reduce specific risks?	Project monitoring or risks, adaptive actions to address risks, correct recording protocols for adaptive actions	Project Document risk analysis, ATLAS risk register, PIRs, UNDP & PMU staff including CTA, SC and TAC minutes & records, feedback from NC field mission	Desk review, interviews
Have changes been made to the project's management (as described in the Project Document) and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner?	Management structure	Inception Report, Quarterly Reports, AWPs, PIRs, SC meeting minutes, internal memoranda	Review, interviews with project partners
Has the MENT and the DEA provided support, facilitation, personnel, financial and material support in a timely manner and according to the Project Document, the LOA and co-financing agreements?	Implementation of components and sub-components, co-financing, outputs	PIRs, SC minutes of meetings, project reports, stakeholder responses	Review, interviews, analysis

Have the other partners involved in implementation (DFRR, DWNP, BTO, LEA, CCB, BirdLife, UB and BUAN) provided support, facilitation, personnel, financial and material support in a timely manner and according to the Project Document and co-financing letters?	Implementation of components and sub-components, co-financing, outputs	PIRs, SC minutes of meetings, project reports, stakeholder responses, feedback from NC field mission	Desk review, interviews
Has the UNDP CO provided support, facilitation, personnel, financial and material support in a timely manner and according to the Project Document those set out in the Project Document?	Budgets execution, AWPs, risk management, adaptive management	Budgets, AWPs, PIRS, M7E mission reports, PIRs, SC minutes	Review, interviews, analysis
Do the Executing Agency/Implementing Agency and/or UNDP and other partners have the capacity to deliver benefits to or involve women?	Gender balance of project staff, steps taken to ensure gender balance in project staff, gender balance of the Project Board/SC, steps taken to ensure gender balance in the Project Board/SC	Project's Gender Inclusion Strategy, M&E mission reports, gender disaggregated data	Review, interviews, analysis
What changes have been made to the budget set out in the Project Document? Have there been any budget revisions? Where the components accurately costed? Have there been unforeseen additional costs? Why?	Budget revisions, changes to activities on a cost basis, efficiency in budget execution, value of works carried out	Project Document budget and notes, CDR, TBWPs	Document review, Interviews with PMU and UNDP, analysis
How efficient are partnership arrangements for the project? • To what extent were partnerships / linkages between organizations encouraged and supported? • Which partnerships/linkages were facilitated? Which ones can be considered sustainable? • What was the level of efficiency of cooperation and collaboration arrangements? • Which methods were successful or not and in which way?	Specific activities conducted to support the development of cooperative arrangements between partners, examples of supported partnerships evidence that particular partnerships/linkages will be sustained, types/quality of partnership cooperation methods utilized	Project reports, Consultants reports, PIRs, SC and TAC minutes, NC findings from field mission, interviews with participating organization and agencies, TBWPs	Interviews with PMU, interviews with participating organisations, analysis
Did the project efficiently utilize local capacity in implementation? Did the project consider local	Quality of analysis to assess local capacities,	Project Document (and budget notes)	Document analysis and interviews with PMU

capacity in design and implementation of the project?			
What lessons can be learnt from the project regarding efficiency? Could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements)? What changes could be made (if any) to the project in order to improve its efficiency?	Attitudes towards efficiency, M&E, budget revisions, works not carried out, delays in implementation	Project Document (and budget notes), TBWP, budget revisions, PIRs, reports	Document analysis and interviews with MENT, UNDP and PMU
Where there delays in the project start-up and implementation? What caused them and have they been resolved?	PMU in place, budget execution, reporting, timeliness	Inception report, budgets, AWPs, PIRS, M&E mission reports, PIRs, SC minutes	Review, interviews, analysis
Are work-planning processes results-based? If not, how can work planning be re-orientated to focus on results?	PMU, Contracts, reporting, timeliness, budget execution, monitoring of results and adaptive management	Inception report, budgets, AWPs, PIRS, M&E mission reports, PIRs, SC minutes	Review, interviews, analysis
How has the project's results framework/ logframe been used as a management tool and what changes have been made to it since project started?	Use of the project's results framework/ logframe as a management tool. Changes made to the log frame since project start. Reporting to RTA	Inception report, log frame, budgets, AWPs, PIRS, M&E mission reports, PIRs, SC minutes	Review, interviews, analysis
Is work planning timely, effective and towards achieving results? Is work planning realistic?	Delays and causes of delays in project start-up and implementation Use of the project's results framework/ logframe as a management tool Changes made to the log frame since project start	Inception report, budgets, AWPs, PIRS, M&E mission reports, PIRs, SC minutes	Review, interviews, analysis
Does the project have appropriate financial controls, planning and reporting that allow management to make informed decisions regarding the budget and allow for timely flow of funds?	Changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions. Cost-effectiveness (best value for money) of interventions. Co-financing commitments. Meeting with all co-financing partners. Alignment of co-financing with priorities with annual work planning	AWPs, budget execution, financial reporting	Review, interviews, analysis

How useful are the project monitoring and evaluation tools in tracking progress towards results and informing adaptive management?	Use of the log frame. Information being monitored. Alignment with national systems. Use of existing information, efficiency and cost effectiveness of data and data collection. Participation in M&E and sufficiency of tools. Financial management of the project monitoring and evaluation budget, gender issues	Log frame. Project's Gender Inclusion Strategy, M&E mission reports, gender disaggregated data. PIRs, SC minutes TAG minutes and reports.	Review, interviews, analysis
To what extent are stakeholders engaged in the project? How inclusive it this?	Inclusion of stakeholders in project management and decision making. Stakeholder partnerships. Support of local and national stakeholders for the project. Stakeholder roles in project decision making Public awareness. Women's engagement in project decision making. Constraints to stakeholder inclusion and in particular women's inclusion in project decision making	PIRs, SC minutes TAG minutes and reports. Responses to interviews	Review, interviews, analysis
Are adequate and appropriate social and environmental standards and safeguards applied to the project implementation and outcomes?	Risks identified in the project's most current SESP Revisions made since CEO Endorsement/Approval (if any) to project's overall safeguards risk categorization and types of risks in the SESP Progress made in the implementation of the project's social and environmental management measures	SESP, responses to interviews	Review, interviews, analysis
Has the project's reporting been clear, concise and timely according to the project's overall M&E plan?	Adaptive management changes that have been reported by the project management and shared with the Project Board. Fulfilling GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?) Lessons derived from the adaptive management process and sharing with partners and stakeholders	Project Document M&E plan, log frame, PIRs, SESP	Review, interviews, analysis
How effective is internal project communication	Internal project communication with stakeholders including regularity of communication, feedback mechanisms	Outreach and public awareness campaigns, other visibility mechanisms	Review, interviews, analysis

	Stakeholder awareness of project outcomes and activities and investment in the sustainability of project results	Knowledge activities/products developed	
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
How are risks monitored and managed?	Project risk log in ATLAS and management responses, communication with partners and stakeholders	Project Document, Annual Project Review/PIRs and the ATLAS Risk Register, project communications strategy	Review, interviews, analysis
What is the likelihood of financial and economic resources not being available once the GEF assistance ends?	Public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)	National policies and plans, local policies and plans, NGO feedback, private sector feedback, project exit arrangements. Consultants and service providers reports	Review, interviews, analysis
What are the socio-political risks to the outcomes of the project mid-term and long term?	Partner and stakeholder ownership, public / stakeholder awareness in support of the long-term objectives, sharing of information on risks, adjustments to interventions to address specific risks	National policies and plans, local policies and plans, NGO feedback, private sector feedback, project exit arrangements. Consultants and service providers reports	Review, interviews, analysis
What are the environmental risks to the sustainability of the project's outcomes? How are these managed and mitigated?	Climate data and forecasts. National disaster risk reduction strategies and plans	National data, policies and plans	Review and analysis

Annex 3: MTR Mission itinerary

		2021																			
	Project Activities	**March**				**April**				**May**				**June**				**July**			
1	Engagement of MTR team and handing over of documents																				
2	Document Review and submission of Inception Report																				
3	Finalization and Validation of MTR Inception Report-																				
4	MTR mission: stakeholder meetings, interviews, field visits																				
5	Site visits and face-to-face consultations/interviews																				
6	Wrap-up meetings & presentation of initial findings of MTR mission																				
7	Preparing draft report																				
8	Incorporating audit trail on draft report/Finalization of MTR report																				
9	Preparation & Issue of Management Response																				
10	Expected date of full MTR completion																				

Annex 4: List of documents reviewed

Project Formulation Document
UNDP Initiation Plan
UNDP Project Document
UNDP Environmental and Social Screening results
Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects
http://web.undp.org/evaluation/guideline/covid19.shtml
Project Inception Report KGALAGADI AND GHANZI DRYLAND, ECOSYSTEMS PROJECT (KGDEP), Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands. UNDP/GEF-funded Project Project Inception Report. 23-24 NOVEMBER 2017
All Project Implementation Reports (PIR's) June 2019 and June 2020
Quarterly progress reports and work plans of the various implementation task teams
Audit reports
Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (GWP *GEF-6Tracking Tool*)
Oversight mission reports
All monitoring reports prepared by the project
Financial and Administration guidelines used by Project Team
Project operational guidelines, manuals and systems
UNDP country/countries programme document(s)
Minutes of the *Support to the KGDEP Implementation* project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
Project site location maps
https://www.undp.org/content/dam/rba/docs/COVID-19-CO-Response/undp-rba-covid-botswana-apr2020.pdf
https://www.gov.bw/about-covid-19

https://www.thegef.org/sites/default/files/publications/GWPBrochureWEB.pdf
https://www.worldbank.org/en/programs/global-wildlife-program/overview
Policy brief for the use of an Integrated Landscape Management Plan to conserve critical Wildlife Management Areas in Botswana, Undated 2021
Conserving the Kgalagadi-Kalahari Wilderness as an Integrated Ecosystem. Kgalagadi and Ghanzi Drylands Ecosystem Project 1 June 2021
Republic of Botswana Ministry of Environment, Natural Resources Conservation and Tourism, BOTSWANA ELEPHANT MANAGEMENT PLAN AND ACTION PLAN, 2021 – 2026
Kholi, Adrian 2016: Baseline Assessment report on threats to wildlife in Botswana. UNDP Project
Botswana (2013) National Anti-Poaching Strategy: Jealously guarding our national heritage – natural resources
https://www.thegef.org/sites/default/files/publications/GWPBrochureWEB.pdf
https://www.worldbank.org/en/programs/global-wildlife-program/overview
KGALAGADI AND GHANZI DRYLAND, ECOSYSTEMS PROJECT (KGDEP), Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands. UNDP/GEF-funded Project Project Inception Report. 23-24 NOVEMBER 2017
Theory of Change Primer A STAP document, December 2019
Government of Botswana and United Nations Sustainable Development Framework (UNSDF), 2017 – 2021
Republic of Botswana (1968) Tribal Land Act (1968). No. 54 of 1968. Gaborone, Botswana: Government Printer. Republic of Botswana (1986) Wildlife Conservation Policy. Government Paper No. l of 1986. Gaborone, 1 United Nations (1948) The Universal Declaration of Human Rights. New York: United Nations. United Nations (2007) United Nations Declaration on the Rights of Indigenous Peoples. New York: United Nations.
KGALAGADI-GHANZI DRYLANDS ECOSYSTEM PROJECT (KGDEP) ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA), ROBERT K. HITCHCOCK 15 May 2021
Value Chain Analysis and Economic/Financial Feasibility study in the Kalahari Landscape, UNDP, 5 June 2019
PSC/PB Minutes of Meetings 25/010/2018, 24/05/2018, 01/03/2019, 06/05/2019, 10/07/2019, 19/09/2019, 10/02/2019, 27/10/2020
TRG Minutes of Meetings 16/05/2018, 24/07/2018, 22/02/2018, 17/12/2018, 10/12/2019, 26-28/08/2020, 8-9/10/2020, 16/07/2020

Annex 5: Signed UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: GASEITSIWE MASUNGA

Name of Consultancy Organization (where relevant): UNIVERSITY OF BOTSWANA

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at MAUN, BOTSWANA *(Place)* on 20/04/2021 *(Date)*

Signature:

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: Francis Hurst_____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *Moncarapacho, Portugal*_____ *(Place)* on *_20th March 2021*_____ *(Date)*

Signature:

Annex 6: MTR Report Clearance Form

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ Date: _____

Annex 7: Stakeholders interviewed

Name	Surname	Department	Designation	EMAIL	Contact Number	Gender	District	Org. Type	Interview Type
Phemo K	Kgomotso	UNDP	STA/ Strategic Advisor (Africa)	phemo.kgomotso@undp.org	+90 552 883 4020	F	Turkey	CSO	Virtual
Robert K.	Hitchkock	Consultant	ESIA/SESP Consultant	rkhitchcock@gmail.com	-	M	USA	CSO	Virtual
Jacinta	Barrins	UNDP	Country Representative	jacinta.barrins@one.un.org	+267 36 33 702	F	Gaborone	CSO	Virtual
Mandy	Cadman	UNDP	RTS (Africa)	mandy.cadman@undp.org	+27 41379221	F	South Africa	CSO	Virtual
Chimbidzani	Bratonozic	UNDP	Programme Specialist-Environment and Climate Change	chimbidzani.bratonozic@undp.org	36 33 721	F	Gaborone	CSO	Virtual
Bame	Mannatlhoko	UNDP	Monitoring and Evaluation Analyst	bame.mannathoko@undp.org	36 33 729	M	Gaborone	CSO	Virtual
Anthony	Mills	UNDP	RTA/CEO-C4 EcoSolutions	undefined [anthony.mills@c4es.co.za]	-	M	Gaborone/ RSA	CSO	Virtual
Botshabelo	Othusitse	DEA	Director	bothusitse@gov.bw	71386195	M	Gaborone	Gov	Virtual
Kabelo	Senyatso	DWNP	Director	kjsenyatso@gov.bw	77883940	M	Gaborone	Gov	Virtual

Adrian	Kholi	DWNP	APU Coordinator	akholi@gov.bw	3971405	M	Gaborone	Gov	Virtual
Tlamelo	Tshamekang	Lands/Town and Regional Planning	Coordinator of ILUMP	tetshame@gmail.com	-	F	Gaborone	Gov	Virtual
NON-GOVERNMENTAL ORGANISATIONS									
Rebecca	Klein	CCB	Chief Executive officer	r.klein@cheetahconservationbotswana.org	72621077	F	Ghanzi	CSO	Virtual
Nidhi	Ramsden	CCB	Development Manager, Nidhi Ramsden	nramsden@cheetahconservationbotswana.org	-	F	Ghanzi	CSO	Virtual
Virat	Kootsositse	BirdLife Botswana	Executive Officer	virat2mk@gmail.com	76084866	M	Gaborone	CSO	Virtual
Moses	Selebatso	KCR	Principal Researcher	selebatsom@yahoo.co.uk	71639370	M	Hukuntsi	CSO	In person
GHANZI									
Mapeu	Gaolaolwe	DEA	PNRO	mgaolalwe@gov.bw	75498972	M	Ghanzi	Gov	In person
Kaone	Lekolori	DEA	Environmental Officer	kleokolori@gov.bw	-	M	Ghanzi	Gov	In Person
Thatayaone	Maithamako	ODC	DPO	maithamakot@gmail.com/tmaithamako@gov.bw	77482925	M	Ghanzi	Gov	Virtual
Julious	Rakose	DWNP	Community Support & Outreach officer	juluiosamorakose@gmail.com	73880838	M	Ghanzi	Gov	In person
Keletso	Seabo	DFRR	District Coordinator	mminatshwene@yahoo.com	76749114	M	Ghanzi	Gov	In person
Kenneth	Selape	DAP	Senior Officer	kselape@gov.bw	72517565	M	Ghanzi	Gov	In person

Kesegofetse	Monyame	Agric Business	Senior Officer	-	-	F	Ghanzi	Gov	
Kerekang	Kelebileng	Crops	Senior Officer	-	-	M	Ghanzi	Gov	In person
Chouzani	Kenneth	DAP	Senior Officer	-	-	F	Ghanzi	Gov	In person
Gaege	Tlotlego	Crops	Secretary for ILUMP Group	-	-	F	Ghanzi	Gov	In person
Teresa	Kem	DVS	Veterinary Scientist	tcalum@gov.bw	-	F	Ghanzi	Gov	In person
Onosi	Dithapo	Xwiskurusa Community Trust/West Hanahai GH10	Chairperson	-	73909159	M	Ghanzi	CSO	In person
Kgosi	Xashe	Tribal Admin	Kgosi/Chief	-	-	M	West Hanahai/GH10	Gov	In person
Keithabile	Seleka	Xwiskurusa Community Trust/East Hanahai	Former Trust Board Member	-	-	M	East Hanahai/GH10	CSO	In person
Dausa	Manka	Tribal Admin	Kgosi/Chief	-	-	M	Kacgae/GH10	Gov	In person
Leseka	Kamanyane	Xwiskurusa Community Trust/Kacgae	PSC member /VDC Chair/ Former Trust Chairperson	N/A	73560082	M	Kacgae/GH10	CSO	In person
Gabamoitse	Lucas	Aushexhaulu Community Trust	Chairperson	-		M	Bere/GH11	CSO	In person
KGALAGADI NORTH									
Kgotso	Manyothwane	ODC		kgmanyothwane@gov.bw	72282233	M	Kgalagadi North	Government	In person
Banele	Jongolizwe	DWNP	District Officer	bjongilizwe@gov.bw		M	Kgalagadi North - Hukuntsi	Gov	In person
Busani	Nyelesi	DWNP	Community Support & Outreach Officer	bnyelesi@gov.bw		M	Kgalagadi North - Hukuntsi	Gov	In person

Phillip	Tlhage	Crop	Crop Production Officer	-		M	Kgalagadi North - Hukuntsi	Gov	In person
Kasekometsa	Ping	Tribal Admin	Kgosi	N/A	73677497	M	Kgalagadi North - Ukwi	CSO	In person
Tlhokomelo	Mhaladi	Qgwa Khobe Xega Community Trust	Trust Board Member in charge of employment	N/A	N/A	M	Kgalagadi North - Ukwi	CSO	In person
Otsile	Moswagailane	Qgwa Khobe Xega Community Trust	New Community Trust Board Member	N/A	N/A	M	Kgalagadi North - Ukwi	CSO	In person
Abbaton	Kabatlhopane	Tribal Admin	Kgosi/Chief	N/A	N/A	M	Kgalagadi North - Ukwi	Gov	In person
Tshegofatso	Koto	Qhaa qhing Conservation Trust	Trust Deputy Secretary	N/A	73167756	F	Kgalagadi North-Zutshwa	CSO	In person
KGALAGADI SOUTH									
Khulekhani	Mpofu	UNDP	Project Manager (former)	khulekani.mpofu@undp.org	72133431	M	Gaborone	CSO	Virtual
Kago	Motlokwa	UNDP	Finance and Admin Officer	kagoetsile.motlokwa@undp.org	-	M	Kgalagadi South - Tsabong	CSO	Virtual
Retshephile	Johny	UNDP	Gender & Communication	retshephile.johny@undp.org	75381162	F	Kgalagadi South - Tsabong	CSO	Virtual
Mosimanegape	Hengari	UNDP	Intern	mosimanegape.hengari@undp.org	-	F	Kgalagadi South - Tsabong	CSO	Virtual
Bonang	Timile	DEA		bonangtimile@gmail.com	73518058	F	Kgalagadi South	Gov	In person
Joseph	Lesenya	DFRR	Acting District Coordinator	-	-	M	Kgalagadi South	Gov	In person
Bigboy	Mangwa	ODC	Ag DC	bmagwa@gov.bw	71665140	M	Kgalagadi South	Gov	In person

Nsununguli	Maja-	DWNP		beastbuddha@yahoo.com	73179665	M	Kgalagadi South	Gov	Virtual
Tsholofelo	Kombani	Gender Affairs	Gender Officer	tkombani@gov.bw	74756329	F	Kgalagadi South	Gov	In person
J.	Seitsang	Gender Affairs	District Head of Gender Affairs	-	-	M	Kgalagadi South	Gov	In person
Titus	Titus	BORAVAST TRUST	Trust Former Chairperson/Member	N/A	73447631/73392462	M	Kgalagadi South - Struizendum	CSO	In person
Gelt	Esterhuizen	BORAVAST TRUST	Trust Board Treasurer	N/A	73447631/73392462	M	Kgalagadi South - Struizendum	CSO	In person
Kgosi	Matthys	BORAVAST TRUST	Trust Board Member	N/A	73447631/73392462	M	Kgalagadi South - Rappelspan	CSO	In person
Hildah	Kamboer	BORAVAST TRUST	Former Trust Member/VDC chairperson	N/A	73189407	F	Kgalagadi South- Vaalhoek	CSO	In person
Moseka	Seitshiro	Khawa Kopanelo Trust	member	N/A	76983000	M	Kgalagadi South- Khawa	CSO	In person
Onalenna	Ratshidi	Council [Community Development	ACDO	N/A	73893770	F	Kgalagadi South- Khawa	Gov	In person

Annex 8: Generic questionnaire sampling

(these questions are for guidance purposes only)

Note: Some questions are repeated between different interviewees for purposes of triangulation and to obtain a fuller range of views on key issues. The interview process is an iterative process and the question lists will be fine-tuned and elaborated before each interview depending on the relevance and level of involvement in the project – implementation, oversight, execution, management, beneficiary, etc...

Theme	Questions
UNDP	
Preparation	• Describe the project preparation process, how were stakeholders involved? • How was this project selected as a GWP project?
Relevance / mainstreaming	• How does the project contribute to the CPAP and strategic goals of the CO? • How has the project addressed gender and rural people's requirements during implementation? What oversight role has UNDP played in this regard?
M&E	• Please summarize the role of the CO in relation to project oversight and technical and M&E support. What challenges have been experienced in carrying out these responsibilities? What actions were taken to address such challenges? What were the outcomes? • What support was provided by the RTA throughout project development and implementation? Describe the relative strengths and weaknesses of such support. • How have the UNDP/GEF CO and Regional Office supported the project in cross-project learning and knowledge sharing, especially with GEF projects with similar objectives in the region? In particular, those within the GWP programme? • How frequently has the Project Board/Steering Committee met? Has the composition of the Project Board been optimal to oversee implementation? Would it have been beneficial to include any other stakeholders?
Linkage / stakeholder engagement	• How is project implementation coordinated with other UNDP initiatives (list them) – for example SGP, Governance, etc.. - and what benefits have been evident as a result? • What other GEF and bilateral projects are related to KGDEP (list them), and how are efforts being coordinated? • How do the stakeholders (state and non-state) contribute towards the sustainability of KGDEP outcomes? • How are project relations with partners? How would you characterise them?
Financing	• Describe UNDP's role in supporting project financing. Have GEF and UNDP financing arrangements proceeded smoothly for implementation – any delays or setbacks related to financing? Are there sufficient financial resources to implement the project as described in the Project Document? • Has there been any impact of any shortfalls in project financing? • If so, how is UNDP addressing these financial challenges? • Has UNDP's co-financing been fully delivered, and what activities does it support? • What co-financing hasn't materialised and why?
Execution	• In UNDP's opinion, how efficiently has MENT/DEA and the PMU coordinated project execution? What were the relative strengths and weaknesses? • Has the project been adequately resourced in relation to its planned activities, outputs and outcomes? What specific resource-related problems have been encountered, and how were these resolved? • Has the project's attention to sustainable livelihoods been adequate for the project context? • What will happen to project equipment?
Risks	• How have risks been logged and managed by the UNDP Office? • What risks have emerged since the project started? • Have these been logged and is there an appropriate response/mitigation? • What has been the overall impact of the Covid-19 pandemic? • What specific actions has UNDP put in place to mitigate these?
Results / Impacts	• How has the KGDEP project contributed towards a reduction in the loss of wildlife and sustainable livelihoods in the Ghanzi and Kgalagadi? In Botswana? What specific impacts has it achieved?

	• Are the logframe targets achievable within the time and budget remaining? • If not what course of action should be taken? • What main lessons have been learned from the project, from UNDP's side?
Sustainability	• In what ways will UNDP continue to foster the sustainability of KGDEP outcomes post project?

PMU	
Information	• Confirm the list of outputs / documents available to the evaluation
Relevance / mainstreaming	• How have UNDP and GEF gender and rural community peoples' policy requirements been addressed during project implementation. Could more have been done? • How is the project linked to cross-cutting issues such as climate change, poverty alleviations, etc?
Coordination / M&E	• Describe the coordination oversight mechanism between MENT/DEA and the PMU. How well integrated was the PMU with DEA? How often were meetings held between the NPD and PM / other PMU staff? How long were the meetings? Has this been adequate to ensure smooth execution of the project? • What support have you received from UNDP CO during implementation? Was this adequate? Describe relative strengths and weaknesses. • Please provide a project management diagram
Linkage / stakeholder engagement	• What other GEF projects are related to KGDEP, and how are efforts being coordinated? What are MENT/DEA and UNDP CO's roles in coordination? • How have other sectors been involved, e.g. agriculture, tourism, forestry, water resources?
Financing	• Financing – describe responsibilities for financial management among the team. How is accountability ensured in the management of GEF funds? • Any delays in receiving GEF funds or co-financing inputs? How are these documented and reported? What were the impacts of any such delays? What action was taken to address such problems? Is the UNDP co-financing should be reported through the normal budget reporting mechanism? • How is in-kind co-financing being recorded? • Has the project been adequately resourced in relation to its planned activities, outputs and outcomes? What specific resource-related problems have been encountered, and how were these resolved? • What issues remain? • What will happen to project equipment? • What audits have been done? Where any questions raised?

Execution	• Have there been any changes in PMU staffing?
	• Why?
	• PMU Office location – what benefits / disadvantages? Are there conflicts between both areas of the project? How has an equitable distribution of project efforts been achieved?
	• What have been the most significant challenges in implementing the planned activities?
	• What process was followed to find national consultants? Was it difficult to find suitable expertise within Botswana?
	• Update on progress against top priorities identified in the PIRs, including:
	  ○ Since June 2020
	• Update on other relevant recommendations:
	  ○ Since June 2020

Risks	• What risks face the sustainability of the project outcomes?
	• Can you break them down:
	  ○ Financially
	  ○ Intuitional
	  ○ Socio-politically
	  ○ Environmental

Information Management	• Confirm what project related data is held and how it is managed (who is responsible for what databases)? What will happen to these data after project closure? • Describe the back-up and virus protection measures taken to protect project data. Have these been adequate? Any weaknesses that need to be addressed?
Results / Impacts	• How has KGDEP contributed towards integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and

	reduced conflicts between wildlife conservation and livestock production? What specific impacts has it achieved? • Are the results framework targets achievable within the time and budget remaining? • What lessons have been learned from your experience of implementing the project? • Add specific questions relating to the status of results framework indicators. Check assumptions
Sustainability	• Has any KGDEP Sustainability and Exit Plan been approved by the Project Board/Steering Committee? Is it being implemented? • Do you have any concerns about this plan?

MENT/ DEA	
Relevance / mainstreaming	• How does KGDEP contribute towards national policy and strategic priorities? Could it have done more? What lessons have been incorporated into the National Strategy to Combat Wildlife Crime? The National CBNRM Policy? • How has the KGDEP contributed towards GWP implementation in the Botswana? • What relevance does it have to other national priorities and policies? • Has it improved coordination between agencies involved in combatting wildlife crime?
M&E / Coordination	• Describe the coordination oversight mechanism between the MENT/DEA and the PMU. How often are meetings held between the NPD and PM / other PMU staff? How long are the meetings? Has this been adequate to ensure smooth execution of the project? • What are the reporting requirements between the PMU and the MENT?
Linkage / stakeholder engagement	• How is KGDEP coordinated with related GEF and other (e.g. bilateral) biodiversity/rural livelihoods projects, and the other GWP projects? • What lessons from KAZA have been incorporated into the KGDEP system? • How have other sectors been involved, e.g. agriculture, tourism, water resources, others?
Financing	• Has the project been adequately resourced in relation to its planned activities, outputs and outcomes? What specific resource-related problems have been encountered, and how were these resolved?
Execution	• What progress has been made against the top priorities identified in the PIRs, including: o The reported under-estimate of the costs of key components of the project's strategy in the project's design phase. How were these costed? Were tenders offered? Was there a bench-marking exercise? o Why was there and initial delay in establishing the Project Management Unit (PMU)? o What are the challenges in coordinating the various implementing partners and their contributing components? What organisational or structural changes need to be made to improve coordination? o Why are there delays in mobilising the co-financing elements? Can the project achieve its outcomes without this co-financing? What can be done to improve co-financing? o Why are there challenges in recruiting and retaining PMU personnel? What are the differences between the NIM modality described in the Project Document and the present arrangement? Why? o What have been the short to medium term impacts of the Covid-19 pandemic on the project's execution? What are the likely long term impacts on the outcomes? o What measures have been put in place to mitigate the impacts of Covid-19 on the performance and long term impacts of the project?
Risks	• What risks face the sustainability of the project outcomes? • Who needs to do what to mitigate these risks?
Results / Impacts	• Overall, how has KGDEP contributed to the reduction in illegal killing of wildlife and the IWT? In Botswana? In the region? What specific impacts has it achieved? • How have the interventions reduced the incidence of HWC? • In what ways has it made rural livelihoods more secure? • How has it secured continuity between protected areas? • Are all the log frame targets achievable within the time and budget remaining? • What lessons are being learned from the project?
Sustainability	• Has a KGDEP Sustainability and Exit Plan? How will this play out? Triggers?

	• What measures will MENT/DEA take to ensure that the outcomes of KGDEP are sustainable? • How will MENT/DEA seek to replicate / upscale KGDEP results to other parts of the KGDEP system?

Project Steering Committee (PSC) members	
Relevance / mainstreaming	• How has KGDEP contributed towards the implementation of national biodiversity conservation policies (e.g. on combatting wildlife crime, CBNRM, Sustainable development, etc..)? How does this fit with the rural development context?
M&E / Coordination	• How frequently has the PSC met? Was this adequate for project oversight?
Linkage / stakeholder engagement	• Has the composition of the PSC been optimal to oversee implementation? • Would it have been beneficial to include any other stakeholders? • Does the PSC represent local government and community interests? • How have other sectors been involved, e.g. agriculture, forestry, tourism, water resources?

Execution	• Describe the nature of the PSC's decision-making process
	• How effective was the PSC in taking action on any difficult issues? Describe.
	• Has the project's attention to sustainable livelihoods been adequate for the project context?
	• How has the PSC addressed the PIR recommendations? Has this been effective?
	  ○ On agency collaboration?
	  ○ Securing a land use plan?

Risks	• What risks are there to the sustainability of project outcomes?
Results / Impacts	• How has the KGDEP contributed towards biodiversity conservation in Botswana? What specific impacts has it achieved (e.g. on combating wildlife crime, the IWT, sustainable rural livelihoods, reducing HWC, etc? • Are the log frame targets achievable within the time and budget remaining? • What lessons have been learned from the project?
Sustainability	• How will the outcomes of KGDEP be replicated to other areas of the KG system and upscaled across the country as a whole?

National Consultants, Contracted Parties and CTA	
M&E / Coordination	• What are your reporting requirements? Could they be improved in any way? • How were your assignments coordinated? Were your inputs well-coordinated with other project activities? How could this have been strengthened? • Where the ToR relevant to the expected outcomes?
Execution	• How smooth has the contracting process been? Any challenges involved?
Results / Impacts	• Describe the main outputs and impacts of your specific assignments • How will the results of your work be used to support future action against wildlife crime/reduction in HWC/CBNRM/the establishment of wildlife corridors in Botswana? • What lessons have been learned from your experiences? • How has KGDEP contributed towards a reduction in wildlife crime and sustainable land use including wildlife a s a land use option in the KG system? What specific impacts has it achieved?
Sustainability	• How sustainable are the results of your inputs and why?

National NGOs	
Relevance / mainstreaming	• How relevant do you think KGDEP has been in terms of the needs of the KGDEP system? • Do your organisations objectives align to those of the KGDEP? How?
Linkage / stakeholder engagement	• What related activities is your organization currently implementing or planning, and how have these been linked with KGDEP (if at all)? • Has the PMU been supportive of your work? • Have you had any concerns? Where you able to voice these concerns? What was the outcome?
Financing	• What co-financing or other support has your organization provided?
Execution	• What role have you played in KGDEP project preparation and implementation? How could this role have been enhanced for greater mutual benefits / synergy?

	• Does the project pay sufficient attention to awareness raising and sustainable livelihoods? • Does the project pay sufficient attention to issues of gender/equality? • Specific questions to be added for each organization
Results / Impacts	• How has the KGDEP contributed towards reducing wildlife crime and IWC in Botswana? What specific impacts has it achieved? • Has the project provided greater security to rural communities in the project area? • Has it reduced HWC incidents? • Does the project adequately address landscape-level conservation approaches for the effective management of the KGDE system? • Any lessons learned?
Sustainability	• What should UNDP / MENT be doing to follow up the project? • Are there specific areas of the project which are more vulnerable? • What actions will your organization be taking to follow it up?

District Administration / Local Government	
Relevance / mainstreaming	• How relevant has the project been to your area's development priorities? • Where these priorities included in the project's design? • Were you involved/consulted on the project's design? How? • Do you support the objectives of the project?
Linkage / stakeholder engagement	• How have other sectors been involved, e.g. agriculture, livestock, tourism, forestry, water resources? • Are there specific conflicts between these sectors? • Are you satisfied with the PMU? Is there anything that needs to be changed?
Financing	• Has your administration provided any co-financing or other contributions towards the project activities? In-kind?
Execution	• How has the implementation of the KGDEP been coordinated with your administration? What role has your administration played in the project? • How well has it been implemented within your territory? What relative strengths and weaknesses? What could have been improved? • Describe progress in implementation of capacity building for the decentralised/district-level agencies and community groups
Risks	• What risks may affect the sustainability of the project results locally?
Results / Impacts	• What specific results and impacts has the project achieved? • How has this benefited the people of your area? • What lessons were learned?
Sustainability	• How can these benefits be sustained? • How do you think they can be replicated / upscaled across the KGDE? • What should UNDP / MENT/DEA be doing to follow up the project? • What actions will your administration be taking to follow it up? • Have any of the activities or outputs from the budget caused you to include these in your budgeting?

DWNP / BPS / BDF DISS / DCEC	
M&E	• How has coordination been maintained with the PMU. How regularly are meetings held? How often are field reports submitted?
Linkage / stakeholder engagement	• To what extent have local stakeholders been involved? What mechanisms were used and how effective were they? • How effective are the activities in addressing / resolving issues?
Financing	• Have there been any delays or problems receiving financing for project activities at the site? How were they resolved?
Execution	• What main KGDEP activities have been implemented by your organisation/agency, and how well have they been implemented? What relative strengths and weaknesses? What could have been improved? • Is your organisation/agency better capacitated to fulfil its duties now? • Describe progress in implementation of capacity building for your organisation/agency. • Describe progress in the evaluation, documentation and readiness for replication of the outcome of the activity. Is this approach ready for replication? What else needs done?
Risks	• What risks may affect the sustainability of project outcomes at your site

	• What effects of climate change at your site?
Results / Impacts	• What specific results and impacts has the project achieved for your organisation/agency? • Will these be completed by 2023? • How has the project benefited local communities at the site? • How have women, minorities and disadvantaged people benefited? • What lessons have been learned from your experiences?
Sustainability	• How can these benefits be sustained? • How do you think they can be replicated / upscaled within your jurisdiction? • What should UNDP / MENT/DEA be doing to follow up the project?

Target Communities / Stakeholders	
Financing	• What contributions and / or support have you provided to the project activities? • What support has the project provided to you?
Execution	• What KGDEP activities have been implemented with your involvement? • What was your role in these activities, and how were you engaged? • How well have they been implemented? What relative strengths and weaknesses? What could have been improved? • Did you encounter any problems with the activity? How were these resolved?
Results / Impacts	○ What specific results and impacts has the project achieved in this area? ○ How has the project benefited you (local communities)? ○ What lessons have been learned from your experiences?
Risks	• What risks may affect the sustainability of project outcomes at your site or of the activity?
Sustainability	○ How can these benefits be sustained? ○ How do you think they can be replicated / upscaled in your area/to other communities? ○ What should UNDP / MENT/DEA / district administration be doing to follow up the project?

Trusts – Communities / stakeholders	
Financing	• How did you become involved in the project? • What contributions and / or support have you provided to the project activities? • What contributions have been made by the project?
Execution	• What KGDEP activities have been implemented with your involvement? • What was your role in these activities, and how were you engaged? • How well have they been implemented? What relative strengths and weaknesses? What could have been improved? • Have you had any problems with the PMU? How were these problems resolved? • Have women and youth been involved in the activity? How?
Results / Impacts	• What specific results and impacts has the project achieved in this area? • How has the project benefited you (local communities)? • How have these activities reduced specific threats to wildlife? • How have they reduced HWC? • What lessons have been learned from your experiences? • Add further questions on specific activities –
Risks	• What risks may affect the sustainability of project outcomes at your site
Sustainability	• How has the activity benefited your community/Trust? • How can these benefits be sustained? • How do you think they can be replicated / upscaled in your area? • Have any other trusts or communities expressed an interest in the activities you have implemented? • What should UNDP / MENT/DEA / district administration be doing to follow up the project?

Annex 9: Field mission logistical plan

Time/Venue	Topic	Persons whom mission team will meet
Monday 19th Meeting with Executing Agency and implementing partners		
08:00 – 08:50 Ghanzi	Meeting DEA representative	Mapeu
09:00 – 10:00 Ghanzi	Meeting with ODC personnel	Tlotleng, Setekia, Maithamako
10:10 – 11:00 Ghanzi	Meeting with Land Board personnel	Tabengwa, Seoleseng
11:10 – 12:00 Ghanzi	Meeting with DWNP personnel	Rakose, Bakane
14:00 – 14:45 Ghanzi	Meeting with DFRR personnel	Seabo
15:00 – 15:30 Ghanzi	Meeting with DAP personnel	Selape
16:00 – 16:30 Ghanzi	Meeting with CCB field officer	Mathaba
Tuesday 20 April: Meeting with Ghanzi Community Reps		
08:30 – 11:00	Meeting West Hanahai and East Hanahai representative	Kgosi West Hanahai, Onosi Dithapo, Kgosi East Hanahai
14:00 – 14:45	Meeting with Bere representative	Xhakare Leneke
15:30 – 16:30 Ghanzi	Meeting with Kacgae representatives	Kamanyane
Travel and overnight in Kang		
Wednesday 21 April: Meeting with Kgalagadi North Rep		
07:30 – 11:00	Travel to Ukhwi	
11:00 – 12:00	Meeting with Ukhwi Representatives	Kgosi Ping, Lucas
12:00 – 15:00	Travel to Zutshwa	
15:00 – 16:00	Meeting with Zutshwa representatives	Kgosi, Koto(Trust Rep)
16:00-17:00	Travel and overnight in Hukuntsi	

Time/Venue	Topic	Persons whom mission team will meet
Thursday 22 April; Meeting with Kgalagadi North implementing partners		
08:00 – 09:00	Meeting with ODC	Manyothwane
09:10 – 09:45	Meeting with DWNP	Mogapi
10:00- 11:00	Meeting with DFRR	Mathibidi
11:10 – 12:00	Meeting with DCP	Besson
Overnight in Hukuntsi		
	Friday 23 April	
0830-1700 Hukuntsi	Summarization and collation of KG North and GH data/information	consultant
	Saturday 24 April; travel and overnight in Tsabong **Sunday 25 April; Travel and overnight in Bokspits** **Monday 26 April; Meeting with Boravast Representatives**	
08:30 – 17:00 BORAVAST	Meeting with BORAVAST representatives and visit sites	Kgosi Hendricks, Titus, Kamboer, Yster
	Overnight at Bokspits	
	Tuesday 27 April; Travel to Tsabong via Khawa to meet community representatives	
07:00 – 12:00	Travel to Khawa and meet with community representative	Seitshiro
1400 – 16:00	Travel to Tsabong and overnight	
Wednesday 28 April; Meeting with Kgalagadi South IPs		
0800 - 0830	Meeting with DEA and DOT personnel	Timile, Annah
08:40 – 09:40	Meeting with ODC	Mangwa, Masuntlha
09:50 – 10:20	Meeting with DWNP	Maja
10:30 -11:00	Meeting with Gender affairs	Kombani
11:10 – 12:00	Meeting with DFRR	Moshoeshoe
14:00 – 14:45	Meeting with Water affairs	Makwana
15:00 -15:30	Meeting with Landboards	Karabo
15:45-16:15	Meeting with Kgalagadi District Council	Ntereke
	Thursday 28 April; Meeting with KGDEP PMU	
08:30 – 13:00	Meeting with PMU	PMU/CTA

Annex 10: Performance against indicators

Project Strategy	Indicator	2017 Baseline Level	July 2019 Level of 1st PIR (self-reported)	July 2020 Level of 2nd PIR (self-reported)	2021 Midterm Target	2021 Midterm Reported	2023 End-of-Project Target	2021 Midterm Level & Assessment – Self Reported	Achievement Rating	Justification for rating
Objective: 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	Mandatory Indicator 1: or Output 2.5): Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	a) National strategy / protocol on inter-agency collab-oration – 0 Inter-agency fora – 1 c) Joint Operations Centre (JOC) – 0 d) District fora – 0 Not updated	Not reported	a. There is currently a National Anti-poaching strategy which is used as the National Strategy on Inter-Agency Collaboration; this is in the process of being reviewed and its adequacy and effectiveness will be determined through the national Capacity Needs study which is on-going. The study recommendations will usher in opportunities for the improvement of the strategy. b. One inter-agency forum exists at the moment and this is based at the headquarters of all the agencies (Gaborone); it is coordinated by the Department of Wildlife and National Parks (DWNP). Feasibility and modalities of creating other fora, especially at district (Kgalagadi and Ghanzi Districts) level will be determined through the on-going NCA study.	a) National strategy on inter-agency collaboratio n – 1 b) Inter-agency fora – 3 c) Joint operations Centre (JOC) – 1 *d)* District fora – 2 Capacity scorecards for wildlife management institutions and law enforcement agencies over 40%	*a. 1* *b. 4* *c. 1* *d. 3* No data available for Capacity Score cards at this point	a) National strategy on inter-agency collaboratio n - 1 b) inter-agency fora – 3, fully functional[124] c) Joint operations Centre (JOC) – 1, fully functional d) District fora – 2, fully functional Capacity scorecards for wildlife management institutions and law enforcement agencies over 50%	e) The strategy is currently under review and update process is expected that the be completed by 30th April 2021.This will be supported by the JOC and IDCC.. In terms of procurement - All the required materials of the JOC AND IDDC have been procured and installed. The centres will manned by all the law enforcement agencies i.e. DWNP,BDF,DI S,BPS.	MU	Insufficient data for agencies to make informed decisions on illegal hunting in KGDEP area, raises SESP risks and data needs to be disaggregated to inform rationale land use (e.g. PAC-HWC, subsistence hunting, commercial poaching, IWC, etc…). Over-emphasis on equipment Un-convincing evidence that approach is linked to SESP findings or utilising consensual approaches i.e. supporting Trusts to secure resource tenure. No IDDC in project domain – 3 IDDC developed are not in the project domain

[124] Fully functional under b, c and d mean that the legal provisions and capacities have been provided, hence capacity gaps identified during PPG have been addressed.

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				This also applies to the JOC. The NCA will be completed by December 2019 and work on the establishment of relevant structures will commence in 2020.				f) One national IAF (being the National Anti-Poaching Committee) is operational which meets in Gaborone on fortnight basis to share intelligence information on Anti poaching,illegal wildlife trading and other wildlife crimes. The NAC is supported by district sub - committees and currently they are three operational in Chobe,Ngamila nd and Central district with the fourth one to be established in Kgalagadi in 2021. g) The ACT is under Review		

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								and will be finalised in May ,the review process is funded by UNDP.Procurement - All the required materials for the JOC have been procured and installed. The centre is manned by all the law enforcement agencies i.e DWNP,BDF,DIS,BPS. h) There are three operational in Chobe,Ngamiland and Central districts. SELF-REPORTED Highly Satisfactory		
	Mandatory indicator 2 (for Output 1.3.): Number of **additional** people	0 (male/female)	Not reported	a. It is too early to present any figures for delivery against this target, as no new ventures have yet been activated. However through a Value Chain	200 (male: 100/female: 100)	18M/19F=37 pple	500 (250male/ 250 female)	To date there are only two operational two value chain business being charcoal and	HU	Value chain study of poor quality & utility NGOs active in project area supported by

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	(f/m) 800 (male: 400/female: 400) benefitting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas			study there are ten (10) viable ventures that have been recommended for actualization by communities. These ventures are expected to be launched in 2020 through facilitation of the project and Implementing Partners and the PMU. b. To lay the groundwork for uptake of SLM in the communal areas, the project has conducted training of selected community members (40 total, 17 female/23 male) in the control of Prosopis (an invasive species in the drylands) through its harvesting and utilization for livestock fodder production; this is fostering good rangeland management (SLM). It is too early to generate any statistics regarding uptake of SLM measures at this stage.			1500 (male: 750/female: 750)	fodder production in BORAVAST. Though there was a consultant hired to identify viable profitable ECOTOURISM, challenges in community readiness and sustainability of the recommended ecotourism ventures were questionable and therefore the re-consultation process in Nov/Dec 2020 after a six months lapse in activities in activities due to COVID-19 pandemic. Uther scrutiny of the identified projects in underway with the aim of devising an effective way of implementation of these with improved community ownership and participation. This		project & providing high quality support to communities. Value chains & enterprises are not supporting the outcome and GWP project objectives Lifting of hunting ban likely to assist process by revitalising Trusts. SESP Risks not identified early. Project has good linkages with NGOs but is not yet capitalising on these Failure to use NGOs as Component Managers in Inception Phase

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								process is to be embarked within the 2021 AWP worth $240,049.00.Thoug h resources are available in the AWP,any lapse in the facilitation process might cause a delay and in the attainment of the intend targets. Training has been done on basic bushfire management in six villages in the target areas and procurement of bushfire fighting equipment. This training was geared towards controlling of wildfires within the localities of the villages in the target areas and this is one of the SLM practises. Uther more a total of 10 champion farmers were taken on a learning /benchmarking trip		

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								to Zimbabwe to be oriented on holistic livestock and rangeland management practises. The farmers were then to embark on these practises on their respective practises and also impart what they have learned to other farmers in the areas. As a follow up to the Zimbabwe trip the MOA office in Ghanzi supported by the KGDEP organised an open day in on of the the farms (Brahman Farm over 75 local farmers were invited to have first-hand experience on how to HLM practises are being up taken in Botswana. then participated with In an effort to upscale the uptake of SLM in communal areas		

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								through practises such as climate smart agriculture and holistic rangeland management ,the project is embarking on a new community engagement strategy which entails ,partnerships with agencies such as FAO,BITRI & MOA, Who have been involved in similar initiatives elsewhere. This approach will enable tapping into adaptation of best practises from their previous initiatives. This collaboration will lead to reaching the target in 2021. SELF-REPORTED Moderately Satisfactory		
	Indicator 3: Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock	Annual average = 404 incidents Ghanzi = 165 incidents	Not reported	Though the DWNP continue to record such incidents/data, it hasn't been collated yet due the fact that there are still on-going initiatives expected	Reduce annual average number of incidents by 30% by the end of the project	No data is available at this point	Reduce average annual number of incidents by 50%	The HWCS has been developed and was completed in June 2020, delays in completion and roll	MU	Positive & negative data should be recorded in the PIR HWC Strategy is a good start but HWC will likely continue

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	predation) in the project sites	Kgalagadi = 239 incidents Not Updated		to have some notable impact in this area. The project has to date trained thirty (30) technical officers including officers from the DWNP on monitoring and evaluation (M&E) and this resulted in the development of a data gathering template which will be used to collect monitoring data. Furthermore, the project in collaboration with relevant IPs is developing a Human Wildlife Conflict Strategy, which lays the basis for reducing HWC through facilitating the adoption of locally relevant strategies for reducing HWC and also facilitate HWC training for communities through a consultancy. This consultancy is to commence in August 2019. 3. In addition, the project has to date successfully held two (2) multi stakeholder forums (1st Quarter dialogue- Ghanzi and 2nd Quarter Dialogue – Tsabong) with focus on unpacking the HWC from stakeholders' perspective.				out due to COVID -19 had been encountered thus the project. The target communities have appraised on the existence of the strategy however its impact on the HWC would only be realised upon its roll out as recommended in the implementation and action plan which is to commence in April 2021.Planning was carried out with the custodian IP being DWNP to cater for the roll out activities which are. budgeted for in the 2021 AWP. .This parties like NGOS's(CCB)are inline to co facilitate the roll out facilitate with the DWNP. SELF-REPORTED TBR?		to rise with increase in boreholes and incursions into the WMA Not able to report on indicator Objective indicator & Outcome 2 are linked. Project's focus on value chain misses opportunity to invest in HWC reduction through micro-project investment. Activities are not mutually supportive. Different aspects to HWC: Spatial organisation – avoidance Technical interventions – mitigation Rapid response Compensation (direct & acceptance of costs in return for benefits) -no evidence of this in "value chain" response

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Outcome 1: Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)	**Indicator 4:** Rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife cases[125]	i) Seizures / Arrests – 65 cases per year ii) Prosecutions – 89% iii) Convictions – 11% iv) Pending cases – 75% Wildlife deaths from poisoning – tbd Not Updated	Not reported	It is not possible yet to record any measurable changes against these targets, as the project is currently focusing on laying the groundwork for addressing wildlife crime. Important steps include: 1.As a basis for getting active participation and involvement of Law enforcement agencies in their related activities, there is consistent communication with them on the functionality of their legal and policy frameworks. 2. To date developments geared towards making some positive impact include; a. 1 Environmental Compliance Training course for sectors implementing environmental legislation and law enforcement agencies b. 1 Forensic training/Evidence Preservation Training for law enforcement agencies	i) Seizures - Reduce by 40% (should increase instead by about 25% during the first 2 years or so due to improved patrol effort) ii) Prosecutions - Increase to 95% (marginal increase first 2 years as training and building capacity occurs on investigations gets underway) iii) Convictions - Increase to 30 % iv) Pending cases - Reduce to 50% Wildlife deaths from poisoning - Reduce by 30%	No data is available at this point	i) Seizures - Reduce by 80% ii) Prosecutions - Increase to 95% iii) Convictions - Increase by 85 % iv) Pending cases - Reduce to less than 25% Wildlife deaths from poisoning - Reduce by 75%	The HWCS has been developed and was completed in June 2020, delays in completion and roll out due to COVID -19 had been encountered thus the project. The target communities have appraised on the existence of the strategy however its impact on the HWC would only be realised upon its roll out as recommended in the implementation and action plan which is to commence in April 2021.Planning was carried out with the custodian IP (ip)	MU	DWPM is a project partner & should provide the data Progress in activities is positive but needs to be accelerated. Not able to assess indicator due to lack of data. Prosecutions take too long to process to be reliable indicators.

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

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				c. Terms of Reference development for National Capacity Assessment study for law enforcement agencies which will establish the extent to which project support is required for the establishment of Inter-agency Diffusion Centers (IDC), equipping of the National Veterinary Laboratory (NVL) and supporting COBRA operations and clean up campaigns. Specific and targeted trainings will be provided for in the next AWP and resources for putting in place necessary logistics for operationalization of relevant structures will also be provided for.				being DWNP to cater for the roll out activities which are budgeted or in the 2021 AWP.. This parties like NGOS's (CCB) are inline to co facilitate the roll out facilitate with the DWNP. SELF-REPORTED Satisfactory		
	Indicator 5: Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)	28% Not Updated	Not reported	The Capacity Development Scorecards will be updated ahead of the MTR. The project is currently undertaking a Capacity Needs Assessment study, which will amongst others: recommend capacity-building requirements for law enforcement agencies and wildlife management institutions; Present a strategy for directing capacity development	40%	No data is available at this point	50%	SELF-REPORTED No Rating	Not able to report	Scorecard is a very specific aggregate measure across a range of variables MTR is not able to report without the Score Card

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				activities. Furthermore, IPs dealing with law enforcement meet fortnightly at headquarters (Gaborone) to share information and deliberate on the project delivery. This meeting also acts as the oversight committee for the study mentioned above.						
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	**Indicator 6:** Number of value chains and ecotourism ventures operationalized	0 Not Updated	Not reported	Ten (10) value chain and eco-tourism ventures with potential for upscaling have been identified, though none is operational at the moment, pending finalization of business plans and capacitation of communities. To facilitate start up or operationalization of these ventures, training of some community members related to some of the identified ventures has begun. So far, the Botswana University of Agriculture and Natural Resources (BUAN) has trained forty (40 (23 male/17 female)) BORAVAST Trust members on fodder production (which is one of the ventures identified in their area). Further trainings are planned for the 3rd and	At least 2	0 ecotourism 2 value chains	4	SELF-REPORTED Highly Satisfactory	U	Linkages between some ventures and project objectives are weak. Delays experienced and some confidence lost due to slow roll out and cancellation of popular ventures (e.g. game ranches). See mandatory indicator 2 above

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				4th quarters and will continue into 2020. The recommended ventures and eco-tourism projects are: •Boer goat breeding in BORAVAST •Charcoal production from Prosopis in BORAVAST •Expansion of salt production at Zutshwa •Boer goat breeding Khawa •Camp sites in KD 1, 2 & 15 •Game farms in GH 10 & 11						
	Indicator 7: Percentage increase in incomes derived from ecotourism and value chains	Minimal – to be confirmed during inception Updated Baseline P560	Not reported	To enhance operationalization and upscaling of ventures identified through the Value Chain Feasibility study, business plans for these viable ventures are being developed to assist in uptake by communities and to ensure profitability. already been developed.	10 % increase over baseline in incomes from CBNRM (40% of beneficiaries are women)	100% increase P1060.00	25 % increase over baseline in number of households	Not able to assess SELF-REPORTED Highly Satisfactory	U	Only 2 ventures operating. Sample size not given but thought to be very small and not representative of the project area. Incomes largely unrelated to project outcomes.
	Indicator 8: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions	Minimal (confirmed at inception)	Not reported	To raise awareness and develop the interest of communities and academia in becoming involved in active monitoring, the project has conducted multi-stakeholder dialogues to discuss pertinent issues regarding wildlife	At least 60 (equal numbers of male and female)	No data is available at this point	At least 200 (equal numbers of male and female)	Currently wildlife crime monitoring is limited to communities in the form of community escort guides mobilised by the DWNP ,though in most cases they are	Not able to report	Weak indicator. Kalahari communities tracker-based wildlife monitoring / anti-poaching/predator conflict mitigation

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				conservation. To date two dialogues have been held in Ghanzi and Tsabong with average attence of fifty participants from a wide array of stakeholders from academia, researchers and ordinary community members. So far 1 training workshop by the Botswana University of Agriculture and Natural Resources (BUAN) has been conducted with forty community members in BORAVAST Trust. Though the training was for a subject, it was also used as a platform for raising awareness on the need for active involvement in monitoring of natural resources (biodiversity included and therefore combating wildlife crime). Furthermore, the Capacity Needs Assessment Study for law enforcement agencies will also seek to engage other stakeholders like communities involvement in combating wildlife crime.				inactive. Training for these community escort guides is catered for in the 2021 AWP. However, communities ,academic and other stakeholders have been mobilised by the KGDEP to partake in monitoring and combating illegal activities through awareness rising dialogues held a quarterly basis. SELF-REPORTED Satisfactory		programme most promising to this indicator. Needs to be accelerated lifting of hunting ban provides an opportunity. Needs to show that SESP risks have been incorporated into activities.
Outcome 3: Integrated landscape planning in the conservation	**Indicator 9:** Area of landscape/ecosystem being managed as wildlife	0 (WMA boundaries have been approved but formal	Not reported	The project is pro-actively working with relevant agencies like District Land Board and Department of Town and Regional	Integrated land use management plan ready by MTR phase	ILUMP not ready.	Nomination files for 500,000 hectares of WMAs covering wildlife corridors	ILUMP not ready yet. Development of ILUMP process commenced in	MS	ILUMP not ready. CTA appointed to lead planning process but serious risks that plan will

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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	corridors (WMAs formally established) KD1, 2, GH 10, 11)	gazettement process has not begun)		Planning to facilitate development of management plans for gazettement of wildlife corridors. A TOR for the Integrated Landscape Management Plan (ILMP) for the target areas has been developed and advertised. However, the scope/extent of coverage of the plan is under reconsideration as the Project Document budget provision was inadequate to cover the full project domain. To mitigate any shortfalls that may arise, the project management (UNDP and PMU) is organizing a workshop for experts with insights into the area's ecosystem and the project itself and through this workshop it is expected that a strategic approach to mitigate some possible shortfalls will be devised especially considering the fact that already there are some area- specific plans for protected areas such as the Central Kalahari Game Reserve and Kalahari Transfrontier Park which could complement the	Land use plans for the WMAs ready		submitted for gazettement	early 2019 and it was envisaged that an independent consultant will lead the process, however charges for procurement of such consultancy were phenomenally high beyond budged for resources within the project. through advice from PSC the process was halted to MLWS for coordination and process was then to be done inhouse through govt technical officers from different departments. the engagement process started in Nov/Dec 2019 with development of inception report and it was envisaged that activities on the ground will kickstart in March 2020. however due to the advent of COVID 19		not be ready by close of project. No de-gazettment until ILUMP is accepted should be a condition for continuing project?? ILUMP planning process has begun but continues to move slowly. Structural weaknesses in the project continue to slow the process. Important developments in mapping and spatial data show serious degradation of the functionality of the proposed corridors due to encroachment and boreholes. Activity has increased in last year and needs to be accelerated and linked to issues such as WMA gazettement (conditional) and borehole allocation (conditional)

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				planned ILUMP development. The workshop (which will also address other aspects of adaptive management) will be convened in Q3 of 2019				pandemic the development processes were halted and have since been resuscitated with the following: finalisation of inception report, draft of chapters outlines and selection of team members to draft respective chapters. furthermore, a landscape connectivity expert has been engaged (March 2021) to work collectively with the teams as they develop their respective chapters. the ILUMP is going to cover the entire Kgalagadi and Ghanzi is going to cover which is approximately 22 million hectares and this includes communal areas. The ILUMP will be used by the MLWS and MENT to		

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								advocate for gazettement of all WMAs in the Kalahari landscape(beyond the ones mentioned therein). To enhance technical officers' capacities to meaningfully contribute to the ILUMP process a training course (Land Use Conflict Identification System(LUCIS) in Feb 2020) was offered to 20 (8 female/12 males)officers. SELF-REPORTED Satisfactory		
	Indicator 10: Area of community lands integrating SLM practices	0 (to be confirmed at inception) Baseline Not Updated	Not reported	The project's current focus is on awareness-raising, and no measurable data on uptake of SLM has been gathered yet.. Furthermore, as a capacity development exercise for uptake of SLM, the project has facilitated a Holistic Livestock and Land Management (HLM) learning exchange to Zimbabwe in May 2019,	30,000 hectares	No data is available at this point	100,000 hectares	A number of initiatives geared towards SLM practices in communal areas have been undertaken which include bushfire management training and formation of community bushfire first responders'	Not able to report	Progress is slow and risks being incomplete by end of project. Implementing Partners should include MoA on SC to accelerate the process Should have been linked to

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				with 10 champion farmers from the community (three being female) and technical officers (2 female) from land management sectors. In addition to the above, the ILMP will identify areas for implementation of SLM The Department of Agriculture has also initiated a collaborative relationship with the project for the uptake of SLM and HLM best practices through an outreach programme which includes holding of open days (one to be held in Ghanzi in September) to demonstrate SLM practices and share experiences				teams. More than 30000 hectares is currently under surveillance for combatting veldfires. furthermore, the KGDEP have procured firefighting equipment for the teams. SELF-REPORTED Highly Satisfactory		Component 2 activities
	Indicator 11: Yields of three lead/most commonly grown crops	Confirmed at inception Not Confirmed at Baseline	Not reported	There has been no measurable yields yet and measures for determining the baseline are being developed and indicators for monitoring the yields and related statistics are being developed in collaboration with sectors such a Department of Agriculture (Crops production). Data collection on this will commence in 2020 (next ploughing season)	20% increase in yields over baseline value	TBC? No data	40% increase in yields over baseline value	No unusual climate event (drought, floods) SELF-REPORTED TBR	Not able to report	As above

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	Indicator 12: Functionality of integrated landscape land use planning and management framework	DLUPU exist, but: i) Budget – in-kind (exact amounts to be established at inception); ii) Representation across stakeholders – limited to one type of stakeholder (government institutions), excludes communities, academia, CSO; Secretariat – 0 Comprises members of staff from different	Not reported	There hasn't been any change in the budgets allocation for the District Land Use Planning Units (DLUPU) for implementation of landscape land use plans. However, it is anticipated that this would be achieved through the ILMP to be developed and implementation of recommendations of the plan thereafter. However, the budget allocated for the plan in project is low and therefore a need to reconsider ways of closing the gaps (re-strategizing on this activity)	DLUPU: i) Budget provision increases to meet 40% of ideal budget (actual amount determined at inception); ii) Representation across stakeholders – include 4 types of stakeholders (Gov, communities, academia, CSO) Secretariat – PMU acting as secretary and District Commissioner's office is involved in the leadership of DLUPU	No data is available at this point	DLUPU: i) Budget allocation meeting over 50% of budget needs (actual amount determined at inception) ii) Membership includes 4 types CSO, communities, academia) and 4 Ministries. Iii0 Has a standing and funded secretariat	DLUPU is already a setup structure and therefore relevance of this indicator needs to be reviewed. SELF-REPORTED No Rating Given	Not able to report	These were specific targets demonstrating a transition of agency collaboration towards an integrated land use plan at the ecosystem level. 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

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		departments and leadership not integrated into the district commissioners office;								
	Indicator 13: Capacity scores for NRM institutions (DWNP, DFRR, DEA)	Aggregate Scores on UNDP capacity Score Card of less than 30%	Not reported	No scores have been allocated yet and it is anticipated that this would be done during the Mid-term review of the project	Aggregate Scores on UNDP capacity Score Card of at least 40%	No data is available at this point	Aggregate Scores on UNDP capacity Score Card of at least 50%	No data is available at this point	Not able to report	Scorecard is a very specific aggregate measure across a range of variables MTR is not able to report without the Score Card
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	**Indicator 14**: % of women participating in and benefiting from the project activities	To be determined at inception	Not reported	To enable accurate tracking of progress towards meeting gender targets, a Gender Mainstreaming Strategy has been completed and approved by the projects TRG and will be used to facilitate women's participation in and benefiting from project activities. The project records gender representation at all meetings/trainings and also makes deliberate efforts to involve all marginalized groups in project activities, including training examples being the exchange learning tin Zimbabwe where 50% of	20%	49%	50%	Indicative data have shown that 49% of women have participated and benefited from activities of the project. SELF-REPORTED Highly Satisfactory	MS	Strategy in place needs to be rolled out and accelerated Target represents 49% of people participating in the project are women

Project Strategy	Indicator	2017 Baseline Level	July 2019 Level of 1st PIR (self-reported)	July 2020 Level of 2nd PIR (self-reported)	2021 Midterm Target	2021 Midterm Reported	2023 End-of-Project Target	2021 Midterm Level & Assessment – Self Reported	Achievement Rating	Justification for rating
				the delegates were women.						
	Indicator 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects	0	Not reported	It is too early to document lessons yet, but all activities undertaken by the project such as workshops and trainings are documented (for example in the UNDP facebook page for appreciation and uptake by a wider stakeholder audience), and shared as open resource for possible lessons learnt with other similar or collaborative initiatives. Furthermore, collaboration with media houses and reporting on project activities in local media and others is anticipated to enhance this. Furthermore, the project will be participating in the Global Wildlife Programme (GWP) iprovides for exchange with all other child projects of the GWP from across the world in the 4th Quarter of 2019 and this platform	2	3	5	The project has been reporting to the GWP on annual basis for the past 3 years on lessons learnt and sharing experience with other countries. SELF-REPORTED Highly Satisfactory	?????? This will need some more evidence	Project should utilise the mapping and data coming from the ILUMP process – important knowledge products may be generated on the issue of connectivity, corridors, wildlife avoidance, vulnerability and the impact of hunting bans. Project experience should be processed and packaged into discrete lessons

Annex 11: Terms of Reference for PSC/PB

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

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

The PSC will comprise the following members:

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

Annex 12: Stakeholders from Project Document

Stakeholder	Description	Role in the project
Primary Stakeholders at the Landscape level: NRM Priority: Sustainable livelihoods, access to natural resources		
Individual resource users Pastoral farmers Arable farmers Commercial farmers Game ranchers Communities (as harvesters of veld products such as grass, poles, medicines, wild fruits and vegetables)	These are individual resource users who provide the entry point into interactions with the natural resources. Their interests and practices collectively constitute the threats to wildlife, landscape and ecosystem integrity which undermines their long-term economic and livelihood prospects. However, they also present the opportunity and means of identifying and implementing improved practices to restore the integrity of the landscape and natural resources, conserve biodiversity and secure long-term prosperity.	They will contribute: i) to landscape-based land use planning; ii) identifying and agreeing implementation arrangements for the landscape-based plans; iii) implementing/ adopting improved practices; iv) monitoring, capturing and learning lessons and applying them for adaptive management; v) disseminating lessons. (Components 1-4). Community groups (as harvesters of veldt resources) will be involved in the effort to establish alternative income generating activities to compensate for the loss of benefits from CBNRM resulting from the ban on hunting. The gender strategy designed under component 4 will be used to ensure that participation in this outcome is gender responsive. Furthermore, the project will make these groups aware of the recently formed UNDP Social and Environmental Compliance Review and Stakeholder Mechanism, which they can access and submit concerns about the social and environmental impacts of the project. (Component 3).
Local institutions Trusts (CBOs) Farmers' committees Farmers' associations Dikgosi (chieftainship) Village Development Committees (VDC) Kgalagadi and Ghanzi District Councils	These local level institutions facilitate the resource users described above in their day-to-day interactions with natural resources for economic development and livelihood activities. Primary resource users usually have more confidence in these institutions than the secondary (central government institutions), with the exception of perhaps the Ministry of Health. Their aim is to empower primary resource users but they are	These institutions are closer to the primary natural resource users and are better placed to support improved NRM practices, including bridging the gap between central government and local land use issues. The project will assess the relevance and viability of utilizing these institutions and depending on the findings, build their capacity to form better, more empowered partners of secondary (government institutions) in facilitating all aspects of improved management of resources at the community level. These groups will be particularly important in combatting poaching and IWT at the local level, as they can be a source of intelligence on poaching gangs, routes and strategies. They are also close to the ground and better informed than

	often upstaged because of inadequate capacities and lack of legal mandates over natural resources (e.g. the PPG assessment found that farmers' associations and chieftainships have no legal mandates over NRM and local communities now think they are not relevant stakeholders in NRM at the local level).	central government institutions and law enforcement agencies. (Components 1 and 2).
Local businesses Butcheries Shop keepers Traders Etc.	These service providers form an important link between the communities and the economic world. They are particularly important in understanding the challenges of catalyzing economic activities at the local level and how the business community potentially abets illegal trafficking of wildlife.	This group will participate in identifying non-consumption based CBNRM strategies. They will also contribute to identifying how illegal trafficking works and how it can be tracked and disrupted. They will be involved in disseminating the awareness strategy for stopping wildlife crimes and monitoring any IWT. (Components 1 and 3)
Secondary Stakeholders: NRM Priority: System sustainability, efficiency in service delivery, conservation		
Wildlife Management and law enforcement agencies Department of Wildlife and National Parks (DWNP) Botswana Defence Force Botswana Police Services Administration of justice Botswana Prison Services; Directorate on Intelligence, Safety and Security (DISS); Botswana Unified Revenue Services (BURS). Community Rangers (to be convened)	These are law enforcement agencies. They are legally empowered to enforce the Wildlife Conservation and National Parks Act amongst other laws. However, these law enforcement agencies are currently scattered across different ministries and departments with little coordination thus diluting the amount of effort the government is putting into combating wildlife crime.	They will be responsible for coordinating closely under the coordination protocols to be supported by the project, in order to implement the National Anti-Poaching Strategy more effectively. They will improve all four aspects of combatting poaching and IWT law enforcement, investigations, prosecution and the judiciary. Collectively they will be responsible for component 1. DWNP is a key implementing partner responsible for the whole component (1).
Technical service providers Department of Tourism Botswana Tourism Organization Land Boards Local Authorities	These are central government institutions with the responsibility of providing technical services to communities, local government	These institutions will play the double role of being a project beneficiary and project implementer. They will receive capacity support so they can implement their mandates more effectively. More specifically: i) Botswana Tourism Organization will lead the development of the tourism supply chain, with close support from the

District Land Use Planning Unit (DLUPU) Department of Forestry and Range Resources (DFRR) Social and Community Development (S&CD) Department of Veterinary Services (DVS) Department of Animal Production Department of Crop Production Dept of Water affairs (DWA) Water Utilities Corporation Department of Environmental Affairs (DEA) DWNP Agricultural Resources Board (ARB)	institutions and local authorities at the local (resource use) levels.	Department of Tourism; ii) The District Land Use Planning Unit will house the NRM coordination and dialogue mechanism, and lead the development of the landscape based land use plan, with close support of the Land Boards; iii) The Department of Forestry and Range Resources will lead the implementation of the holistic rangeland management practices and range rehabilitation; iv) the Department of Environmental Affairs will lead the policy review and formulation of recommendations; v) Social and Community Development and DWNP will lead with the CBNRM and local economic options for the community groups. (Components 2 and 3).
Tertiary stakeholder: NRM Priority: System sustainability, economic growth (profit)		
Experts (academics, private researchers) Private sector or business community	University of Botswana, Botswana University of Agriculture and Natural Resources, Botswana Institute for Technology, Research and Innovation (BITRI) and Botswana Innovation Hub (BIH) Other private sector businesses such as consulting firms (to be identified during inception period)	These institutions can assist with knowledge generation (to support land use planning) and packaging and disseminating policy and knowledge products. The project will assess the necessary areas for collaboration and engage in relevant partnerships with selected institutions. It is especially beneficial to outsource such mandates as research and development to private researchers and public innovation and research institutes such as the University of Botswana, where students can be used under professional supervision to do NR research and innovation. (Component 2). This is important for the long term (10 to 15 year) monitoring of long term impacts.
International and national NGOs Cheetah Conservation Botswana (CCB) Botswana Predator Conservation Trust (BPCT) BirdLife Botswana Kalahari Conservation Society	These non-governmental organizations play the role of resource mobilization – technical and financial resources; albeit that their funds probably will have very restricted uses.	As described in the sections on partners both the Cheetah Conservation Botswana and Botswana Predator Conservation Trust will contribute lessons and technical support in identifying strategies for tackling depredation to reduce human wildlife conflicts and reduce retaliatory killing of predators. Both BirdLife Botswana and Kalahari Conservation Society already have CBNRM-supporting projects in the project area, on which this GEF-funded project could build. (Component 3).
Politicians and local leaders	Members of parliament and other elected officials.	Will be kept informed and lobbied to maintain good political will, necessary to tackle the issue of balancing economic policy and subsidies between cattle and wildlife based economic activities, the

		dual access to grazing lands (under the Tribal Grazing Lands Policy) and gazettement of revised Wildlife Management Areas. (Components 2 and 3).

Annex 13: SESP comparisons

It is important to note that the risk ratings applied when the temporary revision of the SESP was undertaken in 2020 will differ from those in the Hitchcock (2021) revision since the latter is using the updated, revised template that was released with the revised UNDP SES Policy in January 2021 - this means that a direct comparison is not possible; also, the definition of some of the SES Standards has changed. However, the MTR considers that this still does not materially affect the disparities in rating between the Project Document and subsequent reviews	2015	2019	2020	2020/2021
SESP Question	Project Document	Bruce Jenkins	Regional Technical Adviser	Robert Hitchcock
Overall Project SES Risk Categorization	LR	HR	HR	HR
Principle 1: Human Rights	✓	✓	✓	✓
Principle 2: Gender Equality and Women's Empowerment	✓	✓	✓	✓
1. Biodiversity Conservation and Natural Resource Management	✓	✓	✓	✓
2. Climate Change Mitigation and Adaptation	x	x	x	✓
Level of Significance of the Potential Social and Environmental Risks				
3. Community Health, Safety and Working Conditions	x	✓	✓	✓
4. Cultural Heritage	x	x	x	✓
5. Displacement and Resettlement	x	✓	✓	✓
6. Indigenous Peoples	✓	✓	✓	
7. Pollution Prevention and Resource Efficiency	x	x	x	
8. Labour and Working Conditions (Q & in Most recent SESP)				
Principles 1: Human Rights				✓
9. a COVID-19 Action Plan (not applicable up until 2021)				✓
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N		Y	Y

2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [126]	N		N	Y
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N		Y	Y
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N		N	Y
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Y		Y	N
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	Y		Y	Y
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Y		N	N
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N		Y	Y
Principle 2: Gender Equality and Women's Empowerment				
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N		N	Y
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N		N	Y
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	N		N	
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	N		Y	Y
P.8 Have women's groups/leaders raised gender equality concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)? *(2021 Assessment only).*				Y
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc. (2021 Assessment only).*				Y
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below				
Accountability *(2021 Assessment only).*				
Would the project potentially involve or lead to:				

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

P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?				Y
P.14 grievances or objections from potentially affected stakeholders?				Y
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?				Y
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management				
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	N		N	N
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Y		Y	Y
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	N		Y	Y
1.4 Would Project activities pose risks to endangered species?	N		N	N
1.5 Would the Project pose a risk of introducing invasive alien species?	N		N	N
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N		N	N
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N		N	N
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	N		N	N
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N		Y	Y
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	N		N	N
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	N		N	-
Standard 2: Climate Change Mitigation and Adaptation				
2.1 Will the proposed Project result in significant[127] greenhouse gas emissions or may exacerbate climate change?	N		N	-
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N		N	-

[127] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	N		N	N
Standard 3: Community Health, Safety and Working Conditions				
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Y		N	N
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	N		N	-
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N		N	N
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N		N	-
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N		N	-
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N		N	N
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N		Y	-
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N		N	-
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N		Y	N
Standard 4: Cultural Heritage				
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	N		N	Y
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N		N	Y
4.1 activities adjacent to or within a Cultural Heritage site? *(2021 Assessment only)*				Y
Standard 5: Displacement and Resettlement				
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N		N	N
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	N		Y	Y
5.3 Is there a risk that the Project would lead to forced evictions?[128]	N		N	Y

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

5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	N		Y	Y
Standard 6: Indigenous Peoples				
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	Y		Y	Y
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Y		Y	Y
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	N		Y	Y
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N		Y	Y
6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N		N	Y
6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N		Y	Y
6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N		N	Y
6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples?	N		N	Y
6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N		N	Y
Standard 7: Pollution Prevention and Resource Efficiency				
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	N		N	N
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	N		N	N
7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	N		N	N
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N		N	N
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N		N	N
7.5 discriminatory working conditions and/or lack of equal opportunity? *(2021 Assessment only)*				Y
7.6 occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle? *(2021 Assessment only)*				Y

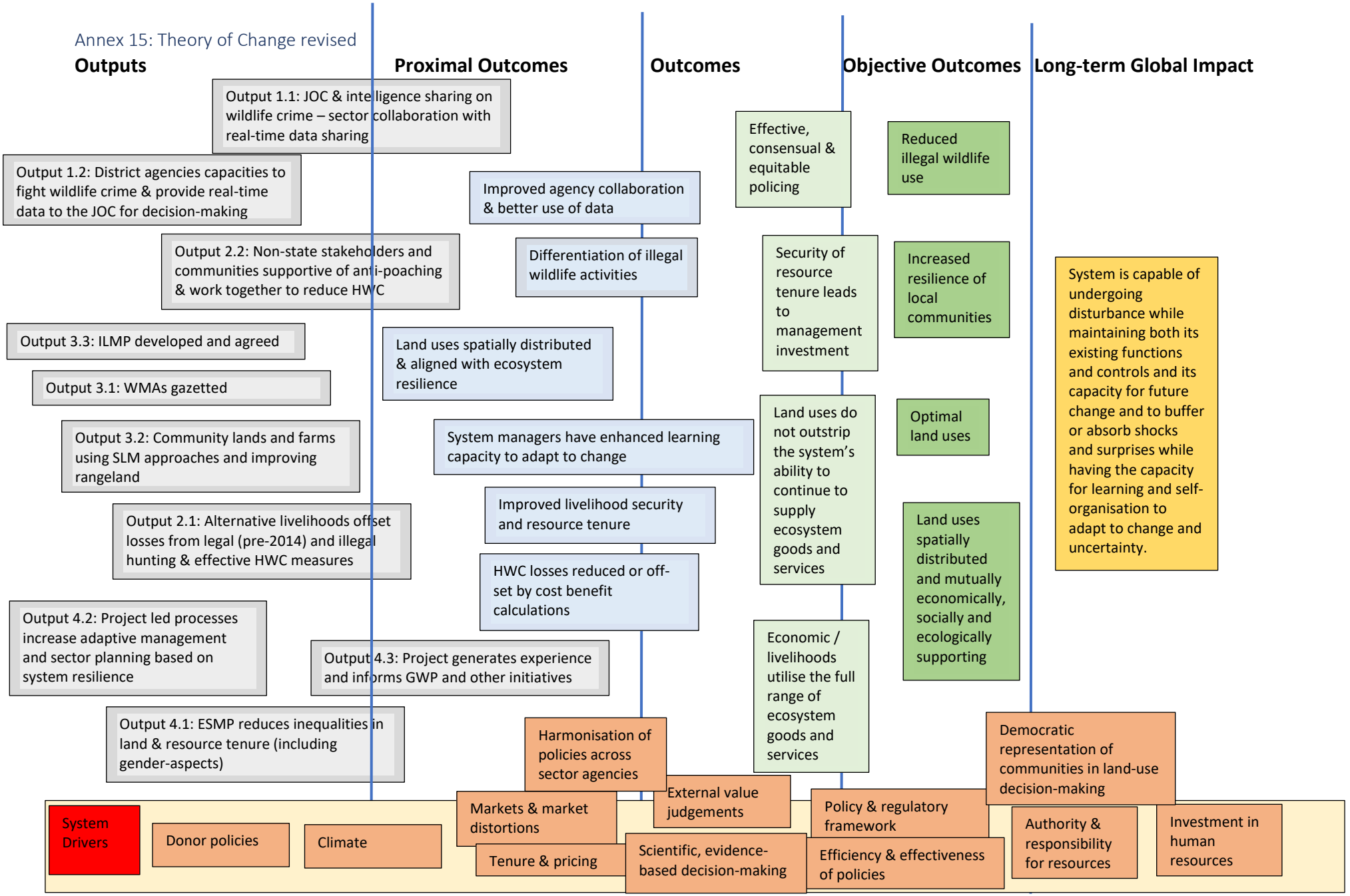
Annex 14: Theory of Change – tabular

Project Intervention		**Proximal Outcomes**	**Intermediate Outcomes**		**Long-term Impact(s)**	**Ultimate Outcomes**
Interventions	Outputs	Intermediate Outcomes	Outcomes	Objective Outcomes	Mid-term Impact	Long-term Impact / GEB
Component 1: Coordinating capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels	National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime is developed	National strategy on inter-agency collaboration and intelligence sharing for combatting wildlife crime approved and implemented	Increased national capacity to tackle wildlife crime	Increased number of inspections /patrols, seizures, arrests and prosecutions of IW traders and poachers	Decreased IWT	Populations of threatened wildlife in Botswana are stable or increasing: • Elephants • Rhinos • Lions • Cheetahs • Leopards
	Capacity for inter-agency collaboration enhanced via training workshops and intra-agency agreements	Increased collaboration of enforcement agencies and public to tackle wildlife crime		Decreased HWC	Reduced poaching	Wildlife migratory corridors are continuous and support seasonal animal movements
	Capacity for CSO, communities and academia to collaborate with law enforcement agencies in tracking wildlife crime is established and applied	Increased capacity of local enforcement agencies and National Veterinary Laboratory to undertake wildlife forensics		Increased benefits for local communities from CBNRM and Integrated Landscape Management	Reduced retaliatory killing and poisoning	Rangeland areas and productivity are stable
	Training modules for the agencies are developed and implemented			Reduced IAS and bush cover	Reduced expansion of livestock ranching and settlements into critical WMAs	

	Local enforcement agencies and veterinary laboratories are provided with hardware, software and training to undertake wildlife forensics				Sustainable grazing	
Component 2: Integrated landscape management practices at community and resource-use levels to reduce competition between land-uses and increase agro-ecosystem production	Capacity building programme for the technical institutions (DWNP, DFRR) on integrated NRM and planning is developed and implemented	Increased capacity of national institutions on integrated NRM	Integrated landscape management is implemented by communities and other resource-users		Improved rangeland quality	
	Integrated landscape management plan is developed	Integrated landscape management is implemented by key stakeholders				
	SLM/NRM coordination mechanism to facilitate collaborative adaptive management by multi-institutions at the landscape level are developed	SLM/NRM coordination mechanisms facilitate collaborative adaptive management at the landscape level				
	Communities in 20 villages are provided with skills (training, extension services) and integrate SLM into livelihood activities	SLM is practiced by local communities to protect rangelands				
	HWC reduction strategies based on wildlife behavioural science and advanced livestock management are developed	HWC reduction strategies are implemented by communities				
	Programmes for control of bush and IAS and rehabilitation of degraded pastures are developed	Programmes for control of bush and IAS and rehabilitation of degraded pastures are implemented by stakeholders				
Component 3: Development of CBNRM for conservation and SLM	At least 4 value chains increasing benefit from sustainable harvesting of natural resource products	Value chains for sustainable harvesting of natural resource products are implemented by local communities	CBNRM delivers benefits to local communities and secures			

to secure livelihoods and biodiversity			livelihoods and biodiversity			
	Communities are capacitated to engage in community-based tourism (development of tourist facilities in the project area) which includes the establishment of a community-owned game farm	Increased participation of local communities in eco-tourism business				
	Climate change adaptation strategies for local communities are developed using Community-Based Resilience Assessment (CoBRA)	Communities implement measures to adapt to climate change				
	Community-based fire management strategy formulated and implemented	Increased fire control by local communities				
Component 4: Knowledge management, M&E and gender mainstreaming	Gender strategy developed and used to guide project implementation, monitoring and reporting		Lessons learned by the project through participatory M&E are used to fight poaching and IWT nationally and internationally			
	Participatory project monitoring, evaluation and learning strategy developed and implemented					
	Lessons learned from the project are shared with GWP and other wildlife conservation programmes					

Annex 15: Theory of Change revised



Annex 16: Risk log

210. Description	211. Type	212. Impact & 213. Probability	214. Mitigation Measures	215. Owner	216. Status	217. MTR Assessment
218. Poaching pressure fueled by the global and local demand for wildlife products may decimate the wildlife population. At the same time, effectiveness of the institutions mandated with wildlife protection may continue to be undermined by poor use of limited resources available to tackle the problem if internal bureaucracies and inter-agency competition delay or derail establishment of national coordination protocols.	219. Political, Organizational,	220. P=3 221. I=3 222. 223. MODERATE	224. Under component 1, the project intends to ensure full participation and coordination of/by all stakeholders specifically law enforcement agencies in this case. Further, the project will build onto existing gains in the form of the office of the Anti-Poaching National Coordinator and the National Anti–Poaching Committee amongst others. The on-going review of Wildlife Conservation and National Parks Act will align it to the purposes of this project. 225. The project, in partnership with the National Anti-Poaching Committee, will also ensure that an all-inclusive forum will be established at districts levels as an extension of the existing	226. Project Manager, in conjunction with the Project Steering Committee.	227. Statistics only available from 2009 but incidents being reported indicate that poaching of large-bodied vertebrates and poisoning of predators and vultures (which indicate poaching incidences) are on the rise. Baselines to be established during inception phase.	228. The lifting of the hunting ban will have materially reduced this risk. However, weaknesses (e.g. distribution of benefits at a community level/only a few benefit) and inequalities (biased toward literate/influential/ political members of the community) in the CBNRM programme may mean that benefits from wildlife still do not come to those that are closest to the resources e.g. the local communities. In which case the risk remains.

			National Anti-Poaching Committee (Outputs 1.1.-1.2).			
229. Concerns with HWC: if there no incentives and financial benefits associated with wildlife conservation, the local communities might escalate the current trend of transitioning subsistence poaching to commercial poaching. It has been difficult to establish non-wildlife consumption based CBNRM value chains.	230. Strategic	231. P =5 232. I = 5 233. HIGH	234. Tackling this risk is the reason the project introduced a new component dealing with establishment of non-wildlife consumption based value chains and establishment of ecotourism ventures, as well as strong strategies to reduce human wildlife conflicts (a change from the PIF stage). The project will work very closely with the Botswana Tourism Organization and other projects and programs identified in the table of baseline projects, and using the partners outlined in the partnerships table to address this fundamental	235. Project Manager and the Project Steering Committee	236. Since the ban on hunting of large-bodied vertebrate, game meat poaching reported to transition to commercial poaching; very limited returns from CBNRM for communities.	237. The value chains are suggested by the value chain report are unlikely to offset the opportunity costs to local communities, nor provide the motivation for communities to police the system. Further, rural communities are quite capable of making complex livelihood decisions, especially communities that are adapt at managing risk (e.g. people who live in marginal areas). If they see that the decimation of wildlife is in sight they may be motivated

			risk. Output 2.1 includes activities specifically designed to find the best solutions for HWCs using advanced science approaches and indigenous knowledge and practices to reducing HWC.			to exploit remaining wildlife resources, discounting them and converting the illegal benefits into legal benefits from cattle, albeit with less resilience and more future risk, trading one certainty for another uncertainty.
238. Financial overstretch / failure to secure required resources to implement the National Anti-Poaching Strategy effectively. GoB may be reluctant to increase investments into wildlife conservation and give higher priority to other needs such as infrastructure development. Donors may be reluctant to invest in Botswana at the same time as a	239. Financial, Political	240. P = 1 241. I = 1 242. 243. 244. LOW	245. Botswana government has shown great commitment to wildlife conservation. It recognizes that, beyond the conservation value, wildlife presents a clear opportunity for diversifying its economy, and is the main source of livelihoods for rural communities, given the dry/desert-like nature of the its climate. It is therefore safe to assume that with the project support, the government will do everything in its power to direct as much resources to wildlife conservation as the national budgets can afford.	247. Project manager and the Project Steering Committee	248. High political support, willingness and engagement in tackling poaching, wildlife poisoning and IWT.	249. The Covid-19 pandemic and its likely effect on government budgets, including protected areas budgets is likely to significantly increase this risk in the near future. 250. Unless an effective CBNRM process stimulates a consensual approach to wildlife conservation and infers security of tenure for wildlife resources on local communities – *conservation by the people* – the costs of maintaining the wildlife resources in these

number of new initiatives are being launched or developed.			246. Indeed, the government already recognizes wildlife crime as a huge threat to the country's tourism industry and has already taken steps to increase law enforcement capacity against the threat. The government support is still anticipated with increased investments of resources into this area. However, any issue has to be brought to the PSC's attention.			areas is likely to fall completely on the state and be significantly higher than they need to be. 251. The commitment of the GoB is not clearly signaled by the apparent hesitation to decisively move on gazzeting the WMAs and synergizing policies on issues such as boreholes. 252. HIGH
253. The revision of the size of, and gazettment of the Wildlife Management Areas will require political support from the local communities, Land Boards, cattle and game ranchers and all levels of governments.	254. Operational/strategic	255. P = 3 256. I = 2 257. MODERATE	258. The project will build on the work of the Conservation International/GoB project that identified three potential migratory corridors. It will use economic valuation of ecosystems services to demonstrate that the short term benefits being derived by the beef industry from encroaching cattle production into the Schwelle are quite expensive compared to the economic development in the long-	259. Project Steering Committee and the Project Manager	260. High political support for securing wildlife habitats and developing wildlife based economic activities. Less certain support for using policies and incentives to balance livestock and wildlife based economic activities.	261. There is no hard evidence that political support is strong for the gazettment of the WMAs. especially when considers that close to 30 years have passed since the WMAs were demarcated. The 2014 hunting ban has also very likely eroded the support for WMAs by reducing the relative land values in favour of conventional development and cattle rearing. Uncertainty or

			term, and to the livelihoods of the local people (due to the potential loss of wildlife based tourism). The NRM planning framework will provide a forum for participation in this debate by all sectors of society – managed by the DLUPU, which will be empowered by the project to be more effective at facilitating negotiated land uses. The Land Boards and community groups will be granted a forum to argue for a reduction in the size of the WMAs weighed against the scientific findings of the optimum sizes and juxtaposition of WMAs to secure migratory corridors. Outputs 3.1 has activities specifically designed to manage this risk.			prevarication on a decision is as bad in the long term as no decision because until these areas are gazette they will continue to be eroded by default. The risk of losing a large area of the WMAs is much higher than before as shown by the recent interest of government to dermarcate livestock farms in the two districts. 262. HIGH
263. Drought conditions and climate change may undermine the NRM, conservation and livelihood improvement	264. Environmental	265. P = 3 266. I = 2 267.	269. There is an approximate rhythm of droughts now established for the Kalahari region that shows there will be a serious drought at least once in ten years and semi-serious ones every 7 or so	271. Project Steering Committee and the Project Manager	272. Southern Africa experienced the one in ten years drought in 2016. Need for monitoring the	274. No change and arguably multi-species mixed use systems with good interconnectivity and resilience are more capable of weathering stochastic events,

objectives of the project.		268. MODERATE	years. The whole of the SADC region went through a serious drought in 2015-2016. In the Kalahari, droughts have serious effects, as seen in the loss of huge numbers of ungulates in the 1990s. The livelihoods of the indigenous people are particularly vulnerable because of the very limited options and a near absence of formal employment. 270. Improving range condition through adoption of holistic range management, economic utilization of invasive species and bush encroachers will contribute to rehabilitating the rangelands, increasing resilience and the chances of the rangelands recovering rapidly in case of a catastrophic drought. For the wildlife, improving connectivity between the CKGR and the KTP improves the opportunities for accessing a wide range of resources during the lean		next one via climate information services. 273.	shocks and surprises than single use systems. 275. Conversely, degazetting the WMAs would shift this risk to HIGH and a very high likelihood that a stochastic event would be catastrophic. 276. It might be unwise, given climate change models to rely on an approximate rhythm. Directional climate change would likely move the focus of livelihoods towards wildlife and away from cattle, possibly even removing the external interest in cattle raising due to increased risk. 277. Unless climate smart livestock production systems targeting livestock production are encouraged in neighboring communal areas, the risks of droughts and loss of

			months of the year, and in particular during droughts. The formulation of a community based adaptation strategy will increase the resource users understanding of climate change and its likely impacts on their already vulnerable livelihoods, and make explicit the actions the communities can take to manage these risks. This will contribute to creating social capital and increasing resilience.			productivity will remain high. 278. MODERATE
279. Poachers and IWT criminals may change their tactics and stay ahead of the newly established capacities to protect wildlife	280. Operational	281. P=2 282. I=3 283. 284. MODERATE	285. The project will improve intelligence gathering and sharing to stay on top of the criminals. The project will also increase the participation of local communities and civil society in wildlife crime control to increase the possibility of detecting of poachers (activities under output 2.1 specifically designed to address this). Project Outputs 4.1-4.2 are designed to facilitate lessons learning from the project	286. Project Steering Committee and the Project Manager	287. High political support to evolve anti-poaching strategies as needed.	288. Not possible to gauge – see risk 1. 289. A functioning CBNRM approach with security of tenure and internalized costs and benefits and devolved authority and responsibility is likely to reduce the local community poaching activity and provide the necessary shared /common interests between enforcement and communities.

			implementation and provide information for the project adaptive management including changes of IWT enforcement strategies in response to the changes in the criminals' behaviour			290. An effective anti-poaching strategy in the project area should be driving for more empowerment and participation of the community members in taking care of their natural resources using local available resources.

Annex 17: Project Brief presentation to Ministers

Policy brief for the use of an Integrated Landscape Management Plan to conserve critical Wildlife Management Areas in Botswana

Botswana's Kgalagadi ecosystem includes two important protected areas, namely the Kgalagadi Transfrontier Park (KTP) and the Central Kalahari Game Reserve (CKGR). These areas are connected by a series of Wildlife Management Areas (WMAs), which together form three distinct migratory corridors or buffer zones for the movement of wildlife, interspersed within communal grazing land. The KTP, CKGR and their associated interconnecting WMAs together constitute one of the world's largest remaining wilderness areas, largely undisturbed by humans and acting as a critical wildlife refuge. The maintenance of the Kgalagadi wilderness area is dependent on planning and management decisions which facilitate the continued seasonal migration of wildlife outside of the KTP and CKGR to access important wet season breeding areas, such as the Schwelle. Landscape connectivity provided by the WMAs permits wildlife movement and gene flow between the two protected areas, which is critical for long term population viability. Conserving these wilderness areas is critical not only from an ecological standpoint, but will also have considerable benefits for Botswana's economy and local communities. The country's expansive wilderness areas and abundant wildlife are its main tourist attractions, with expanded tourism in the Kgalagadi offering the potential to diversify Botswana's economy away from its reliance on the diamond trade. At the local level, wildlife and the Kgalagadi ecosystem as a whole hold considerable cultural and traditional value to its communities, as well as providing important livelihood options. For example, subsistence or trophy hunting of wildlife in Botswana provides an important source of protein and revenue for rural communities[129].

Despite the relevance of these WMAs, our understanding of their extent and that of surrounding communal grazing areas is based on outdated land-use maps that oversimplify borders between the different areas into large blocks. This representation is not accurate enough to understand the interactions occurring between these two land-uses. Communal grazing lands and associated cattle posts as well as fenced ranches degrade the land surrounding WMAs and, in some areas, cattle are allowed access to neighbouring portions of the WMAs. In addition, the proximity of communal lands on both sides of the narrow wildlife corridors exposes wildlife to human-wildlife conflict threats including unmanaged hunting. The gazettement of the WMAs may not be enough to ensure their viability as functional wildlife corridors, and a further understanding of wildlife movement patterns is needed to address these threats.

Current animal monitoring techniques, including telemetry tracking collars on a small number of individuals or linear aerial surveys which only cover a small area, may not be sufficient in detecting movements of wildlife and how this is affected by surrounding land uses. A recent study counted animal tracks crossing an extensive collection of transects within WMAs to better quantify the use of these corridors by wildlife. This research has shown the importance of Botswana's WMA corridors for the movement of a multitude of wildlife species between KTP and CKGR as well as the use of the corridors themselves as seasonal grazing areas by wildlife. Indeed, based on the diversity of species and large number of individual animals recorded, movements through Botswana's WMA corridors may represent a migratory path as globally relevant as that of the Serengeti Plains.

Importantly, the research highlights gaps in our understanding of interactions between wildlife using these corridors and surrounding communal grazing areas. The encroachment of cattle posts on the verges of the WMAs were shown to negatively influence the movements of certain wildlife species. Human disturbance and competition with livestock have resulted in the exclusion or reduction in numbers of some species — for example Wildebeest, Springbok, Gemsbok and Eland — from an area approximately 20 km around cattle posts bordering the WMAs (Figures 1 and 2). This exclusion area extends into the WMA corridors, narrowing the potential movement path of wildlife species. If the encroachment of cattle posts into the WMAs is allowed to continue and worsen, this could result in the complete blockage of the corridors for certain species of wildlife, disrupting movements between KTP and CKGR. This could severely impact the ability of wildlife species to adapt to adverse climate events such as extended droughts, as they would not be able to migrate to alternative grazing areas. The

[129] Mbaiwa J. 2017. Effects of the safari hunting tourism ban on rural livelihoods and wildlife conservation in Northern Botswana. South African Geographical Journal, 100: 1–21.

disruption of wildlife migrations through the corridors and subsequent reduction in the number of animals using these WMAs will also negatively affect local communities that traditionally depend on them for sustainable wildlife utilization. This includes the reduced supply of meat and other animal products such as skins for subsistence use, as well as decreased income potential of ecotourism opportunities in the area.

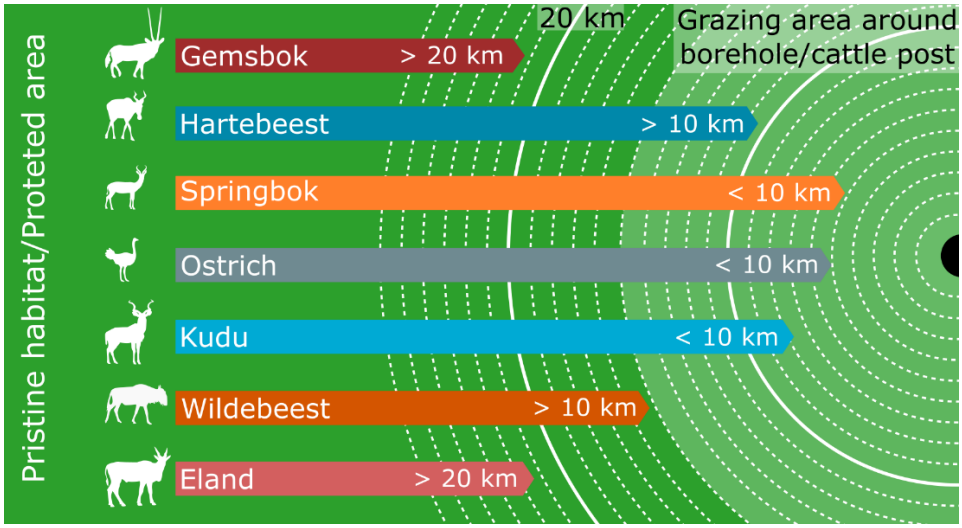


Figure 1. Impact of cattle post/borehole presence on the occurrence of various wildlife species.

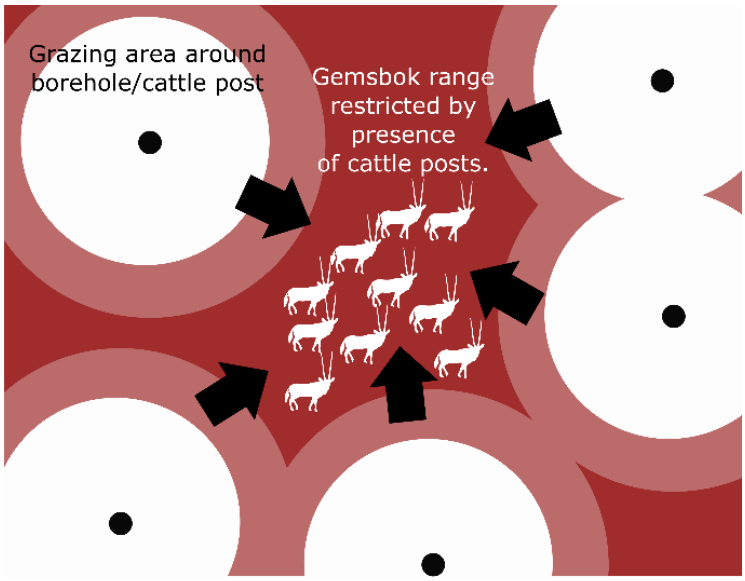


Figure 2. Graphic showing impact of cattle post/borehole presence on gemsbok range.

To address the threat of these critical migratory corridors becoming unviable — and still support the livelihoods of surrounding farming communities — an integrated landscape management approach is needed. This would involve integrated landscape planning within the conservation areas and WMAs, as well as sustainable land-use management practices within surrounding communal lands, which would together form part of an Integrated Landscape Management Plan (ILMP). Under the ILMP, competition between the two land-uses would be reduced, securing the viability of the migratory corridors and increasing the productivity of the adjacent rangelands. Through this approach, the integrity of the Kgalagadi ecosystem as a whole would be increased. This approach would not only increase the stability of the Kgalagadi wilderness as a system, but also protect and enhance natural resource-based livelihoods of local communities, resulting in a strengthened local economy and resilient

communities. Tangible livelihood benefits to local communities would ilicit renewed support from them for wildlife corridors and promote the sustainable co-existence of livestock and wildlife in these areas[130].

Realisation of an implementable and fully acceptable ILMP as defined above calls for active engagement and participation of all relevant stakeholders in its development. Whilst the use of an expert or consultant to develop the plan will bring viable recommendations on the management of the Kgalagadi and Ghanzi dryland ecosystems, there are other essential elements in this process which will ensure successful implementation of the plan once developed. It is of paramount importance that the planned development approach is participatory. Included in this approach is the active involvement of all stakeholders through engagement with technical officers from relevant government sectors to work directly with the consultant in the compilation process. This will entail an understanding of applicable policy and legislative frameworks and their implications, thereby forming an integral part of the detailed ILMP and its associated implementation plan. Work that has already been undertaken in the area will be incorporated into and used to inform the plan, including existing plans or strategies which bear relevance to the ILMP — most notably the country's Spatial Plan and Protected Areas Plans for CKGR, KTP, and community controlled hunting areas.

[130] Perkins JS. 2019. 'Only connect': restoring resilience in the Kalahari ecosystem. Journal of Environmental Management, 249.

Annex 18: Component 2 project assessment

Project site	Controlled hunting area	Project suggested	Criteria															Score (must score 30/45)
			Aligned with project objective	SESP compliant (decisive – must score 2 or more)	Reduces natural resource dependency/links wise management to benefit	Address land degradation	Risk to community	Inside WMA	Community priority	Does no harm	High cost of investment	Addresses HW interface (including HWC)	Financially viable	Reduces anthropogenic impact on system / promotes SLM	Sustainably utilises biodiversity resources	Enhances connectivity	Alignment with component	
West & East Hanahai, Kacgae	GN (GH10)	Game Ranch	1	?	2	1	1	3	3	1	1	2	1	2	2	1	1	22 + ?
	GN (GH10)	Campsites	3	?	3	2	2	3	3	3	2	2	2	3	3	3	3	37 + ?

	GN (GH10)	Craft/curio shops	3	?	3	2	2	3	3	3	3	1	2	2	3	2	2	34 + ?
	GN (GH10)	Bakery	1	?	1	1	3	3	3	3	2	1	?	1	1	1	1	22 + ??
	GN (GH10)	Grass reseeding	3	?	3	3	1	3	3	3	2	3	?	3	3	3	3	36 + ??
	GN (GH10)	Veld products processing (Devil's claw)	3	?	3	2	1	3	3	2	2	1	?	2	3	3	3	31 + ??
	GN (GH10)	Multi-species meat Processing plant/abattoir,	2	?	2	1	2	3	3	2	1	1	?	1	2	2	2	24 + ??

	GN (GH10)	livestock farm	1	?	?	?	3	3	3	2	2	1	3	1	1	1	1	22 + ???
Bere	Ghanzi South (GH11)	Campsite	3	3	3	2	2	3	3	3	2	2	2	3	3	3	3	40
		Craft shop	3	3	3	2	2	3	3	3	3	1	2	2	3	2	3	40
Ukwi, Ngwatle, Monong	KN (KD1)	Campsite	3	3	3	2	2	3	3	3	2	2	2	3	3	3	3	40
		Craft shop	3	3	3	2	2	3	3	3	3	1	2	2	3	2	3	40

Zutshwa	KN (KD2)	Salt loader	1	?	2	1	3	1	3	2	1	1	3	1	1	1	1	22 + ?
		Craft shop	3	3	3	2	2	3	3	3	3	1	2	2	3	2	3	40
BORAVAST villages (Bokspits, Rappelspan, Vaalhoek, Struizendum)	KS	Charcoal & fodder production	3	3	2	3	3	1	3	3	3	1	3	3	2	2	1	36
Khawa	KS	Campsite	3	3	3	2	2	1	3	3	3	1	2	2	3	2	3	36
		Goat husbandry & borehole	1	?	1	2	3	1	3	2	1	1	3	1	1	1	1	22 + ?

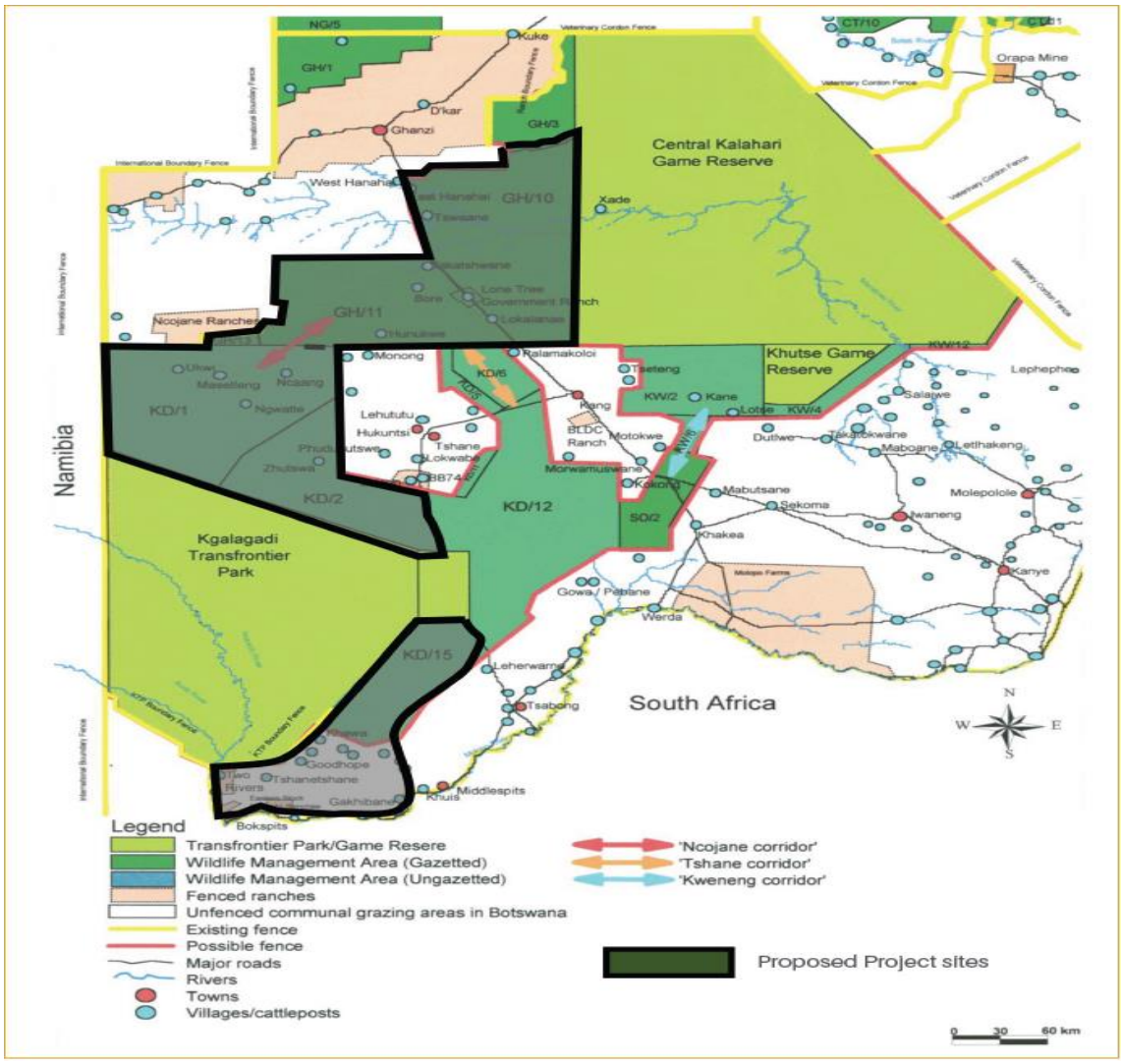
Annex 19: SRF/LF indicator assessment

Description	Indicator	Mid-term-of-Project Target	MTR SMART Analysis				
			S	M	A	R	T
	Objective Indicators						
Project Objective: 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	1. (for Output 2.5): Extent to which legal or policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	a) National strategy on inter-agency collaboration – 1 b) Inter-agency fora – 3 c) Joint operations Centre (JOC) – 1 d) District fora – 2 Capacity scorecards for wildlife management institutions and law enforcement agencies over 50%	✓	✓	✓	✓	✓
	2. (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	i) 200 (male: 100/female: 100) ii) 800 (male: 400/female: 400)	✓	✓	✓	✓	✓
	3. Indicator 3: Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites	Reduce annual average number of incidents by 30% by the end of the project	✓	✓	✓	✓	✓
	Outcome 1 Indicators		S	M	A	R	T
Outcome 1: Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)	4. Indicator 4: Rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife cases	i. Seizures - Reduce by 40% (should increase instead by about 25% during the first 2 years or so due to improved patrol effort); ii. Prosecutions - Increase to 95% (marginal increase first 2 years as training and building capacity occurs on investigations gets underway); iii. Convictions - Increase to 30 %; iv. Pending cases - Reduce to 50%; v. Wildlife deaths from poisoning - Reduce by 30%	✓	✓	✓	✓	✓
	5. Indicator 5: Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)	40%	✓	✓	✓	✓	✓
	Outcome 2 Indicators		S	M	A	R	T

Description	Indicator	Mid-term-of-Project Target	MTR SMART Analysis				
			S	M	A	R	T
	Objective Indicators						
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	6. Indicator 6: Number of value chains and ecotourism ventures operationalized	At least 2	X / ✓	X / ✓	X	X / ✓	✓
	7. Indicator 7: Percentage increase in incomes derived from ecotourism and value chains	10 % increase over baseline in incomes from CBNRM (40% of beneficiaries are women)	X / ✓	X / ✓	X	X / ✓	✓
	8. Indicator 8: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and surveillance in community battalions	At least 60 (equal numbers of male and female)	X	✓	X	✓	✓
	Outcome 3 Indicators		S	M	A	R	T
Outcome 3: Integrated landscape planning in the conservation areas and SLM practices in communal lands secures wildlife migratory corridors and increased productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem	9. Indicator 9: Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) KD1, 2, GH 10, 11)	a) Integrated land use management plan ready by MTR phase; Land use plans for the WMAs ready	✓	✓	✓	✓	✓
	10. Indicator 10: Area of community lands integrating SLM practices	30,000 hectares	✓	✓	✓	✓	✓
	11. Indicator 11: Yields of three lead/most commonly grown crops	20% increase in yields over baseline value	✓	✓	✓	✓	✓
	12. Indicator 12: Functionality of integrated landscape land use planning and management framework	DLUPU: ▪ Budget provision increases to meet 40% of ideal budget (actual amount determined at inception); ▪ Representation across stakeholders – include 4 types of stakeholders (Gov, communities, academia, CSO) ▪ Secretariat – PMU acting as secretary and District Commissioner's office is involved in the leadership of DLUPU i.Budget provision increases to meet 40% of ideal budget (actual amount determined at inception); ii. Representation across stakeholders – include 4 types of stakeholders (Gov, communities, academia, CSO) iii. Secretariat – PMU acting as secretary and District	✓	✓	✓	✓	✓

Description	Indicator	Mid-term-of-Project Target	MTR SMART Analysis				
			S	M	A	R	T
	Objective Indicators						
		Commissioner's office is involved in the leadership of DLUPU					
	13. Indicator 13: Capacity scores for NRM institutions (DWNP, DFRR, DEA)	Aggregate Scores on UNDP capacity Score Card of at least 40%					
	Outcome 4 Indicators		**S**	**M**	**A**	**R**	**T**
Component/ 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.	14. Indicator 14: % of women participating in and benefiting from the project activities	20%	✓	✓	✓	✓	✓
	15. Indicator 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects	2.	✓	✓	✓	✓	✓
	SMART: Specific, Measurable, Achievable, Relevant, Time-Bound Green: SMART criteria complaint; Yellow: questionably compliant with SMART criteria; Red: not compliant with SMART criteria						
	× Not SMART	✓ SMART					

Annex 20: Map of the KGDE



Annex 21: Capacity indicators framework

IMPACT INDICATORS These indicators help us track how CBNRM is delivering conservation benefits contributing to improving local livelihoods, developing social capital in rural communities and contributing to the national economy
1) Conservation /Natural Resource Management indicators 2) Livelihood indicators 3) Social capital indicators 4) National economy indicators
ENABLING ENVIRONMENT To achieve the intended impacts, CBNRM requires an enabling environment which consists of: (i) devolved NRM rights and powers; (ii) viable market; (iii) safety and security; (iv) sufficient capital investment; and (v) sufficient and capable technical support
1) Devolution indicators 2) Market indicators

3) Safety and security indicators 4) Capital investment indicators 5) Support provision indicators
LOCAL CAPACITY To achieve the intended impacts CBNRM requires practical local delivery mechanisms such as skilled people, good governance structures, sufficient resources for management. People complying with local by-laws and national laws
1) Sufficient skill indicators
2) Clean governance structures indicators
3) Sufficient resources and systems indicators
4) Compliance indicators
5) Doing the 'right things' indicators
ADEQUATE RESOURCE BASE To achieve the intended impacts CBNRM needs to be based on a resource base that has the capacity to achieve expectations. The following indicators try to evaluate alternative land use potentials and match these to the social demands.
1) Land use potential indicators