**Agreed by UNDP Resident Representative**

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| Anders Pedersen  Resident Representative  UNDP Botswana Country Office | *Signature* | | Date*: day/month/year* |
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***INITIATION PLAN TEMPLATE***

***for a GEF Project Preparation Grant (PPG)***

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Total budget:  **US$150,000**

Allocated resources:

GEF US$ 150,000

Country Programme Period: 2010-2016

Strategic Plan Outputs (2014-2017): Output 2.5

ATLAS Project Award: XXXX

ATLAS Project ID: XXXX

PIMS Project ID: 5590

Start Date: June 2015

End Date: December 2016

Management Arrangement: DIM

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

**Country:** Botswana

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| **UNDP CPD Outcome (2010 – 2016):** Outcome 3 – Increased capacity at central and local level for NRM, provision of cleaner energy services and response to climate change.  **Expected CPD Output:**  3.2. Effective management of natural resources, particularly water and biodiversity; enhanced community participation for equitable benefit distribution  **UNDP Strategic Plan Outputs:**  1.3 Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.  2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation. |
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1. **Brief Description of Initiation Plan:**

The objective of the PPG is to develop a full-sized project that aims to support the Botswana government to effectively address the challenges facing dryland communities and ecosystems in the Kgalagadi and Ghanzi district. Specifically, the project will focus on promoting the flow of agro-ecosystem services as well as protecting wildlife species threatened with illegal trade and trafficking as well as retaliation from farming communities whose livestock falls prey to predator species such as lions, cheetahs and African wild dog. The project will be led by the Ministry of Environment, Wildlife and Tourism (the Departments of Forestry and Range Resources, Department of Environmental Affairs and the Department of Wildlife and National Parks), and implemented with a wide range of government agencies, including the Botswana Police Service, local authorities (district councils and district administration), NGOs and CBOs operating in the area, and research institutions.

UNDP Botswana will lead the project development process and manage the PPG budget presented in Section III “Total Budget and Work Plan”. UNDP Botswana will be responsible for the selection and recruitment of PPG consultants (local and international) and managing their contracts in consultation with the UNDP-GEF Regional Coordination Unit (the relevant Technical Advisors), developing TORs, arranging travel and meetings, maintaining project disbursements.

Quality assurance and technical advice for the full project development will be provided by the UNDP GEF Regional Technical Adviser for Ecosystems and Biodiversity based in the Addis Ababa Regional Service Center/Hub.

A PPG working group/technical advisory committee will be established to guide, review and endorse PPG outcomes. The Ministry of Environment and Wildlife and Tourism (MEWT) will chair the Advisory Group, supported by the UNDP Country Office. Regular consultations (working meetings) will be carried out among key PPG stakeholders to ensure that the PPG phase delivers the full size project document in line with UNDP and GEF requirements.

This Project falls under GEF-6 Programme 3 Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development, comprising one global coordination project and a series of national child projects. A global coordination project ‘Coordinate Action and Learning to Combat Wildlife Crime’, is also being prepared by the World Bank and UNDP. The Botswana PPG will work closely with the global coordination project PPG to ensure synergies of the PPG work and project implementation, as well as to eliminate duplication of efforts. The PPG will be supported closely by the environment team of UNDP Country Office, Regional Technical Adviser in Addis Ababa, as well as by the UNDP Global Wildlife Enforcement Adviser, also based in Addis Ababa.

During the initiation plan period, a number of studies and stakeholder consultations will be undertaken with a view to further developing the approved project concept (see GEF PIF attached in Annex 3) into a fully formulated project document. The final output of the initiation plan will be a [UNDP-GEF project document](http://gef.undp.org/) and [GEF CEO endorsement template](http://www.thegef.org/gef/node/3627), with GEF Tracking Tools ready for submission to UNDP and GEF.

1. **Project preparation activities**

**Component A: Technical review**

* 1. **Baseline studies:**

The following baseline studies will be conducted as project preparation.

***(a) Elaboration and expansion of the barrier description outlined in the PIF.***

The barriers to integrated management of the dryland landscapes have been described in the approved. The PPG process will further expand on this description and identify any additional barriers that the project should address during implementation.

***(b) Full justification and detailed descriptions of specific outputs proposed in the PIF, through the following assessments:***

**Review of the policy, legal and institutional frameworks for dryland ecosystem management, rangeland management and protected area management/wildlife management in Botswana’s dryland areas (Component 1)**

A thorough analysis of the policy, legal and regulatory environment, and the institutional frameworks shaping the dynamics of drylands management in Botswana, in particular the human-environment interactions in dryland ecosystems will be studied in detail, with a view to understanding the challenges and opportunities to integrated landscape management. The objective is to determine what conditions are necessary to facilitate sustainable use and management of dryland resources as well as reduce conflicts in land use, in particular human-wildlife conflict which is resulting in illegal killing and trafficking and trade of wildlife species, including threatened ones such as the lion (Panthera leo). This review/study will assess/analysis of the policies, laws, regulations and strategies for land use planning and natural resources management to identify gaps, strengths and opportunities that the project can address, build on and support implementation of. The review will include both a desk review of the key documents as well as consultations with key individuals in the relevant sectors and their capacity to implement existing policies, laws and regulations, as well as facilitate the development of relevant new ones, including the development of a multi-stakeholder and multi-sectoral Integrated Framework Management Plan (IFMP).

**Analysis of the current coordination capacities for combating wildlife crime and enforcing wildlife policies and regulations at district, national and international levels (Component 3)**

Wildlife law enforcement and anti-poaching efforts in Botswana are currently scattered across several agencies with little coordination of these efforts to achieve higher impact. The government has, however, begun efforts to coordinate this much better by setting up a National Anti-poaching Committee in 2012 and launching a National Anti-poaching Strategy in 2013. The PPG process will identify the barriers to the facilitation of coordinated anti-poaching and wildlife enforcement efforts at all levels of management, including at national and international levels.

The PPG will particularly establish the following:

1. Review of the policy, legal and institutional framework for prevention and control of wildlife crime in Botswana.
2. Review current and planned joint (inter-agency) enforcement initiatives at the national level and the Kgalagadi and Ghanzi District to determine their effectiveness, identify gaps and inform support interventions
3. Conduct an assessment of the levels and types of wildlife crime in the Kgalagadi and Ghanzi Districts, including the Kalahari Transfrontier Park.
4. Conduct studies to determine the current of illegal off-take through:
   1. subsistence and commercial poaching;
   2. illegal killings (e.g. poisoning by farmers); and
   3. illegal trafficking and trade
5. Determine what wildlife species are affected by illegal off-take through poaching; illegal killings and illegal trafficking and trade;
6. Establish illegal trafficking and trade pathways (origins and destinations) and the location and profiles of key perpetrators
7. Establish the current rates of inspections, investigations, arrests, prosecutions and successful convictions
8. Establish baselines for levels of research, intelligence gathering and sharing and research to understand existing information-sharing agreements and protocols both between national government agencies and between Botswana government agencies and international agencies (e.g. Interpol)
9. Establish baselines for coordinated/joint operations between the key law enforcement institutions including states and non-state institutions.
10. Establish the levels of community participation on monitoring, policing and law enforcement against wildlife crime

**Identification of appropriate sustainable NRM approaches and interventions (including their income-generating potential) to be promoted by the project, in the context of CBNRM (Component 2)**

Sustainable utilisation and management of key natural resources such as grass, NTFs, water, wildlife and is a key aspect of Component 2, and the goal under this component is to promote the adoption of integrated landscape management (including agricultural, rangeland and pastoral) practices by communities in the Kgalagadi and Ghanzi dryland areas. The PPG will therefore conduct baseline assessments to determine what agricultural, pastoral and rangeland practices and approaches are currently in place, with a view to determining the best interventions that the project can support to promote adoption of INRM. The specific studies to be conducted during the PPG phase

are as follows:

1. Establish what baseline land restoration activities are in place to address control of plant Invasive Alien Species, in particular Prosopis and Cenchrus biflora for rehabilitation of degraded grazing pastures and watersheds in southern Kgalagadi/Orange Senqu; and determine appropriate, locally-relevant and biodiversity-friendly approaches to controlling IAS of flora, in particular the key species mentioned above.
2. Establish the baseline on wildlife movements and levels of human-wildlife conflicts Determine what appropriate alternative technologies can be adopted /piloted for controlling wildlife movements into farming/pastoral areas and vice versa to reduce livestock-wildlife interactions. This activity will specifically look into the viability of introducing bio-boundaries[[1]](#footnote-1) along the KTP as a way of managing (predators) wildlife movements into farming areas. Lessons and experiences from the Cheetah Conservation Botswana (an NGO working on the conservation of Cheetahs and other predators) will be key informing the activities under this Output.
3. Determine the extent of bush encroachment in the key areas of the project site and determine the appropriate bush control methods to be supported by the project, as well as the opportunities for value addition and income-generation from the use of cleared bush material (e.g. briquette production).
4. Determine the community-level capacity to participate in eco-tourism within the CBNRM context, and assess what capacity needs and support activities would be essential to empower communities to actively participate in IGAs and benefit-sharing from the conservation and non-consumptive use of wildlife resources in the KTP and surrounding WMAs.

**Design of a locally-driven multi-stakeholder biodiversity monitoring program, including a wildlife enforcement program (Component 4)**

Monitoring of the impact of project interventions will be key to determining what works and what doesn’t. The PPG process will therefore at a minimum determine the following, with a view to informing the design and implementation of a strategic monitoring system at all levels of the project.

1. Current biodiversity monitoring programmes and activities ongoing within district and community-level institutions present in the Kgalagadi and Ghanzi areas;
2. Current levels of uptake/incorporation of M&E activities in district land-use and NRM planning and management, including on wildlife enforcement and anti-poaching;
3. Extent of the use of monitoring and evaluation results/recommendations in decision-making on NRM;
4. Extent or levels of community-participation in M&E in NRM (including biodiversity and ecosystem monitoring) at the district and local levels;
5. Current levels of capacity within district and community level institutions to conduct M&E in land use and NRM;
6. Establish what cost-effective and appropriate monitoring programmes and activities could be introduced in the project area;
7. At a preliminary level, determine the training needs for community-led biodiversity and ecosystem assessments, monitoring and reporting.

**Socioeconomic survey, stakeholder mapping and gender assessment**

For selected target areas and sites and ecosystems, this PPG output will support in-depth assessment of socioeconomic baselines in the selected demonstration landscapes. It will highlight in particular the role that NRs, in particular grazing lands, NTFs, water resources and wildlife, play in the livelihoods of the communities in the project sites. For the demonstration landscapes a detailed assessment of local socioeconomic context and local stakeholders will be conducted, in particular with regard to local and indigenous communities, to define profile and number of local stakeholders and beneficiaries, and potential benefits which the project can bring about. The assessment will identify social structures on the ground and governing customary laws, local stakeholders’ responsibilities pertaining to natural resources management, including wildlife management, potential roles in the project and their capacity needs for fulfilling the roles. It will be done through extensive consultation processes and seek their consent to the project and their full participation in project development and implementation. In the consultation process, a gender assessment will be incorporated reviewing the role of both females and males in the project development and implementation and potential impacts of the project on each gender group. A full stakeholder involvement plan and gender mainstreaming plan will be developed, specifying community engagement through the 4 project components. Mapping of the NGOs and CBOs present and working in the project sites will be conducted, with a view to determining their capacities for and key roles in project design and implementation.

1. ***To collect the baseline data for indicators***

These include at a minimum exact means of measurement, baselines and targets for the following indicators: (i) Capacity (measured by applying the UNDP Capacity Scorecard) and resources (financial and technical skills) for integrated, multi-stakeholder land-use in the Kgalagadi and Ghanzi Districts; (ii) institutional capacity for coordinated (inter-agency) wildlife regulation and enforcement against illegal wildlife killing, trafficking and trade by applying the UNDP capacity scorecard; (iii) rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife crime cases, both within Botswana and regional enforcement cooperation cases involving Botswana; (iv) illegal killing, trafficking and trade of key species (lion, cheetah, spotted hyena and other predators) in key landscapes (hotspots) measured by status in wildlife trafficking and trade volume, seizures, arrests, prosecutions and convictions; (v) landscape-level indicators, including the relevant LD and BD Tracking Tools for target landscapes, protected areas, wildlife populations, and law enforcement effectiveness; (vi) rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites; (vii) levels of land degradation as evidenced by bush encroachment and invasion by alien species of flora, soil erosion, watershed degradation, loss of cover/reduction in greenness and loss of palatable grass species; levels of community participation of communities in income-generating activities from NRM (e.g. ecotourism); (viii) levels of monitoring of rangeland and biodiversity threats and conditions at local community and district levels.

***(d) Additional elements in assessments will be included as required to address technical issues and questions raised by the GEF Sec; Council members and STAP when comments are received***

**II. Undertake full assessment to address any opportunities/risks identified during a Social and Environmental Pre Screening of the project PIF**.

A full Social and Environmental Screening Process will be conducted entailing; (i) Conduct detailed socioeconomic and environmental context assessment to mitigate any negative consequences to local populations, particular vulnerable groups or to men, women and children. In particular, potential gender issues will be closely looked at and women will be proactively considered for involvement in project pilot activities related to land use planning and implementation, incentive mechanisms application and local community capacity development support; (ii) Fully integrate the results in the project plans and activities, including selection of target landscapes, and develop a clear monitoring mechanism with clear indicators during the implementation; (iii) List all potential environmental and social impacts that the implementation of the above-mentioned outputs/activities could potentially have; (iv) Clearly articulate the positive environmental and social impacts that will result from the implementation of different components of the project in the project document; (v) Rate the likelihood of the listed negative impacts materializing during the implementation of the project using high, medium and low likelihood ratings; (vi) Rate the level of impact of the listed negative social and environmental impacts using low, moderate and high level ratings; (vii): Develop brief draft mitigation strategies for the listed negative environmental and social impacts that were rated as high likelihood of occurring and with a high level of impact; (viii) Engagement with local communities will be ensured during the PPG phase for joint planning of local level activities, and prior informed consent mechanisms will be integrated in the project activities.

**III. Identification of specific sites for intervention and landscape profiling**

Under component 2, this project will support scaling-up of integrated landscape management practices and approaches to be adopted by local communities and resource-user groups with the objective of reducing conflict between land uses and promoting benefit-sharing and income generation from sustainable use of natural resources. Interventions will be focused on addressing land degradation from bush- encroachment and infestation by alien invasive species, over-grazing and unsustainable use of natural resources. Component 3 will also pilot alternative approaches to control of livestock and wildlife movements to reduce the rates of interaction between wildlife and livestock in order to reduce conflict between farming (pastoralism) and wildlife conservation. The PPG will therefore conduct assessments and identify specific sites for intervention activities as outlined in Project Outputs section of the approved PIF.

For each selected landscape, detailed landscape profiles will be compiled, including: (i) socioeconomic information including population and structure (including information on indigenous people and gender disaggregated information), key economic sectors and livelihoods etc.; (ii) geographical information and land-use patterns and vegetation coverage including conservation areas; (iii) biodiversity and ecosystem significance of the areas with quantitative information on species and habitats; (iv) natural resource governance systems; (vi) information on poaching, degradation, other local threats to biodiversity; (vii) results of local stakeholder consultation with private businesses, governments and community based organisations to assess their potential roles in the project and their capacity, local stakeholders, their interests, conflicts, roles and responsibilities pertaining to NRM; (viii) a range of baseline programmes activities by different entities/institutions for SLM, biodiversity conservation, protected area and wildlife management and CBNRM.

**IV. Integration with development plans, policies, budgets and complementary projects**:

Further describe and cost the programmatic baseline projects as discussed in the PIF; analyse weaknesses and gaps in these, and identify opportunities for joint action/identification for co-financing. In particular, complementarity and potential for synergetic impact with the GEF-6 Programme 3 will be assured and concrete coordination mechanisms will be developed during the PPG.

1. **Completion of the GEF focal area tracking tools**:

There is currently no programme 3 tracking tool. However, the PPG will produce project specific/Focal Area tracking tools to assess the baseline situation and propose new targets to be achieved at mid- and end of the project. The UNDP Capacity Development Scorecard will be adapted to suite the specific context of this project and applied to establish a baseline capacity level of key agencies and to set targets. Management Effectiveness Tracking Tool (if relevant) for target protected areas may be applied in PAs within selected landscapes as appropriate.

**VI. Stakeholder consultations during technical review**: Mobilize and engage stakeholders during project design. Negotiate partnerships with on-going projects to align their activities and the project to build synergies. Document these consultations.

**Component B: Institutional arrangements, monitoring and evaluation**

The outputs of Component A will be used as technical input to Component B for the formulation of the UNDP-GEF project document.

1. Finalization of project results framework: Further define the results framework with appropriate objective-level and outcome-level quantitative and qualitative indicators, and end-of-project targets. Special attention will be made to include socio-economic and sex disaggregated indicators. The result framework indicators should include: (i) state indicators (e.g. spatial coverage, ecosystems quality, species populations or degree of land degradation); (iii) pressure indicators (threats and drivers); and (iii) response indicators.
2. Definition of monitoring and evaluation (M&E): A detailed M&E work plan will be developed, including clear identification of responsibilities and accountabilities, as well as an appropriate M&E budget. The plan will be based on the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.
3. Define sustainability plan: The sustainability plan will outline the principles and guidelines for ensuring the long-term sustainability of project achievements. It will also outline an exit strategy, seeking the continuation of key activities/achievements without the need of long-term international financing.
4. Define gender mainstreaming plan: The gender mainstreaming plan will outline the principles and guidelines for mainstreaming gender in individual outputs, in order to ensure the equal participation of women and men and to ensure no adverse impact on either sex.
5. Definition of management arrangements: The organisational structure governing the project will be decided. This will include identification of the project board. Coordination arrangement with related initiatives and organisations will also be elaborated, with clear statement of complementarity.
6. Stakeholder consultations during Component B: Involve key agencies in the development of the project strategy to ensure a strong national ownership. In close collaboration with key government representatives and other stakeholders ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes. Undertake consultations to secure agreement(s) on project implementation arrangements, including roles, responsibilities, and accountabilities of lead and partner agencies. Document these consultations.

**Component C: Financial planning and co-financing investments:**

1. Prepare a detailed multi-year budget following the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.
2. Explore multilateral and bilateral co-financing opportunities: Undertake series of consultations with partners to ensure a coherent and sustainable financing package for the project including post- GEF grant phase.
3. Ensure completion of required official endorsement letters: An official endorsement letter will be prepared by the GEF Operational Focal Point of the Government. A co-financing guarantee will be collected from participating government institutions, bilateral development partners, multilateral development partners and NGOs who wish to provide cash or in kind contributions to the project.
4. Stakeholder consultations during Component C: Involve key agencies in the development of the project strategy to ensure a strong national ownership. In close collaboration with key government representatives and other stakeholders ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes. Undertake consultations to secure agreement(s) on project implementation arrangements; including roles, responsibilities, and accountabilities of lead and partner agencies. Document these consultations. In addition, the PPG funds will support carrying out a targeted capacity assessment of local communities to engage in community based natural resource management and help define strategic interventions to address gaps. Document these consultations.

**Component D: Validation workshop**

A validation workshop will gather representatives from all relevant stakeholders to present, discuss and validate the final draft project document.

**Component E: Completion of final documentation**

1. Consolidation of all technical and consultation inputs into a clearly written UNDP Prodoc document with all relevant sections and annexes
2. Completion of a CEO endorsement request form

**Component F: Project Operationalisation**

The PPG team will support immediate operationalization of the project, including: development of ToRs and sub-grants/contracts, preparation of the Annual Workplan, development of the inception report and the inception workshop.

*Note: templates may be subject to change, the person responsible for this consolidation and drafting will be required to obtain guidance by the UNDP/GEF Regional Technical Advisor and UNDP CO on applicable formats and templates and ensure that his/her work is compliant with UNDP/GEF and UNDP CO requirements.*

1. **Project preparation activities work plan, timeframe, responsibilities and budget:**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PPG Stages** | **Timeframe (in months)[[2]](#footnote-2)** | | | | | | | | | | | | **Lead Consultants** |
|  | **J** | **A** | **S** | **O** | **N** | **D** | **J** | **F** | **M** | **A** | **M** | **J** |  |
| **Development of a skeleton ProDoc based on existing literature and analysis** |  |  |  |  |  |  |  |  |  |  |  |  | IC1, NC1 |
| **New Analysis and Consultations – Component A** |  |  |  |  |  |  |  |  |  |  |  |  | IC1, IC2, NC1 |
| **Component B – Institutional Arrangement and M&E** |  |  |  |  |  |  |  |  |  |  |  |  | IC1, NC1 |
| **Component C – Financial planning and co-financing investments** |  |  |  |  |  |  |  |  |  |  |  |  | IC1, NC1 |
| **Component D – Validation Workshop** |  |  |  |  |  |  |  |  |  |  |  |  | IC1, NC1 |
| **Component E – Completion of Final Documentations** |  |  |  |  |  |  |  |  |  |  |  |  | IC1,NC1 |
| **GEF Submission and Response to Comments** |  |  |  |  |  |  |  |  |  |  |  |  | IC1, NC1 |
| **Component F – Preparation for Project Operationalisation** |  |  |  |  |  |  |  |  |  |  |  |  | IC1, NC1 |
| **Contingency Period** |  |  |  |  |  |  |  |  |  |  |  |  |  |

1. **Total Budget and Work Plan: :**

|  |  |
| --- | --- |
| **Award ID:** | XXXX |
| **Award Title:** | XXXX |
| **Business Unit:** | BWA10 |
| **Project Title:** | Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands |
| **Project ID:** | PIMS 5590 |
| **Implementing Partner (Executing Agency)** | UNDP |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **GEF Outcome/Atlas Activity** | **Responsible Party/** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount US$** | **Budget notes** |
| **Project preparation grant to finalize the UNDP-GEF project document for project “**Combatting illegal and unsustainable trade in endangered species in Indonesia” | **UNDP** | **62000** | **GEF TRUSTEE** | 71200 | International Consultants | **45,000** | A + B |
|  | Local Consultants | **66,000** |  |
| 71600 | Travel | **15,000** | C |
| 72400 | Communication | **2,000** | D |
| 72500 | Stationary | **1,000** | E |
| 74500 | Miscellaneous Expenses | **1,000** |  |
| 75700 | Trainings/Workshops | **20,000** | G |
|  |  |  |  |
|  |  |  |  |  | **PROJECT TOTAL** | **150,000** |  |

**Budget notes:**

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| --- | --- | --- | --- | --- |
| **Budget Note** | **Items** | **Total estimated person weeks** | **Budget**  **($)** | **Explanation** |
| A | IC1 - International GEF Project Design Specialist | 12 | 36,000 | Including international travel cost. Please see Annex 2 for key responsibilities |
| B | IC2 – International Wildlife Management and Policy Specialist | 3 | 9,000[[3]](#footnote-3) |
| C | NC1,2,3 – National Consultants | 30 | 66,000 | National Lead PPG Consultant, Wildlife Management and Policy Specialist; Range Management Specialist and Sustainable Livelihoods and NRM Specialist |
| C | Travel |  | 15,000 | This will include travel and per diems for consultants as well as field missions. Travel cost of invited resource people to various meetings. |
| D | Communication |  | 2,000 | Advertising, newspaper announcements etc. |
| E | Stationary |  | 1,000 | Related to workshops and meetings |
| G | Miscellaneous Expenses |  | 1,000 | Contingency |
| H | Consultation workshops |  | 20,000 | Consultations, including travel cost for participants as required. |
| **Total PPG Budget** | | | **150,000** |  |

**Annex 1: GEF CEO PIF approval letter**

**Annex 2: Summary of Consultants Financed by the Initiation Plan**

| **Type of Consultant** | **Position / Titles** | **$/Person Week1** | **Estimated PWs2** | **Tasks to be Performed** |
| --- | --- | --- | --- | --- |
| International | IC1 – International GEF Project Design Specialist | 3,000 | 12 | The GEF Project Design Specialist is responsible for coordinating the work of all other consultants and experts, and will ensure the quality and timely preparation of all reports and documentation with three missions to Botswana and home-based work. The Specialist will ensure the project coherence with the GEF-6 Global IWT programme as well as the UNDP Global IWT programme. The consultant will carry out the following tasks:   * Engage closely with the UNDP global wildlife enforcement adviser and RTA to ensure the programmatic coherence and contribution of this project to the entire GEF-6 IWT programme. * Take the lead in PPG Component A II, A IV, Component B and Component E, with close support from the International Wildlife Management and Policy Specialist and national consultants/experts. * Provide an overall orientation to the PPG team in relation to GEF requirements for project planning and monitoring. * Provide methodological guidance for data collection related to project planning and monitoring with particular attention given to the description and quantification of the baseline investments. * Based on the inputs from national and international experts and in close cooperation with the key national stakeholders, compile final baseline/situational analysis for the full size project (FSP). This will include a precise definition of baseline projects, activities, budgets, goals and co-financial links to GEF outcomes; define GEF incremental value per outcome and output; present results of the incremental cost-analysis in matrices. * Based on the inputs from national and international experts and the best international practice, prepare a quantified assessment of global environmental benefits for biodiversity conservation. * Analyse the socio-economic benefits of the proposed interventions at national and local levels. * Based on the international experience, assist in reconfirming/specifying the project strategy, finalizing project sections on: (a) An assessment of the social, economic and financial sustainability of proposed project activities; (b) Assessment of alternatives to the project strategy and establishing the cost effectiveness of the preferred strategy and suite of activities; (c) A replication strategy for project activities; (d) Assessment of the risks to the proposed project activities and identify measures to mitigate these risks; (e) incremental cost analysis. * Based on national experts’ inputs, develop project monitoring and evaluation system for the FSP including quality control of appropriate tracking tools, including a set of indicators, baselines and targets. * Based on national experts’ inputs, establish baseline and targets for indicators reporting on the Results and Resources Framework. * Based on national experts’ inputs, elaborate a Logical Framework of the project. * Prepare M&E plan and budget. * Prepare an indicative Procurement Plan for the project. * Based on national experts’ inputs, draft ToRs for the key consultants/contracts to be employed by the project. * Based on national experts’ input, elaborate Stakeholder Involvement and Public Participation plans. * Develop action plan for incorporation of gender aspects in the project, with quantifiable baseline and target indicators, as per GEF and UNDP guidance. * Define recommended project monitoring and evaluation indicators. * Perform final reviews of the required project documentation. * Apply the Social and Environmental and Screening Procedures (SESP) following the UNDP guidance/guidelines and procedures, producing the checklist and summary report.   The key deliverable of the GEF Project Design Specialist will be a final comprehensive Project Document (PRODOC) in both GEF/UNDP formats and the CEO Endorsement Request in a style accessible to senior policy makers. The document should make full use of figures, diagrams and boxes to bring out key points and summarize materials emerging from the PPG phase.  Preparation of this key deliverable will include quality control and final formulation of the following indicative sections of a UNDP/GEF compliant project document:   * Situation Analysis (including proposal sections on context, threats/root causes/barriers analysis, institutional/sectoral/policy context, stakeholder analysis, business-as-usual-analysis, gender issue analysis, indigenous groups, business-with-GEF-analysis) * Project Strategy (including proposal sections on project rationale and policy conformity, project goal, objective, outcomes, outputs and activities, project indicators, risks and assumptions, country ownership, sustainability and replicability) * Institutional and Management Arrangements * Monitoring and Evaluation Plan and Budget * Incremental Cost Analysis (including systems boundary, Summary of costs, additional cost matrix) * Strategic Results Framework (formerly Logical Framework Analysis) * Total Budget and First Annual Work plan * Project Organogram * Project timetable * Terms of Reference for Project staff and main consultants and sub-contracts * Stakeholder involvement Plan with a focus on indigenous/vulnerable groups * Social and Environmental Screening Report * Letters of Endorsement and co-financing * Annexes and additional information including Procurement Plan   These sections are indicative; As templates may be subject to change, the GEF Project Design Specialist will be required to obtain guidance from the UNDP/GEF Regional Technical Advisor and UNDP CO on applicable formats and templates and ensure that his/her work is compliant with UNDP/GEF and UNDP CO requirements.  **Qualifications:**   * Minimum 10 years of demonstrable experience in preparing high quality project documents, in particular for UNDP and GEF projects; * Specialist knowledge of and experience in natural resources management, biodiversity conservation and land use planning and management, biodiversity mainstreaming in development planning, sectors and landscapes; * Knowledge on and work experience in arid and semi-arid landscapes countries/dryland ecosystems preferred; * Advanced degree in relevant natural sciences, social sciences or political sciences; * Strong technical writing skills in English; * Excellent coordination and leadership skills, as well as relationship management skills. |
| International | IC2 – International Wildlife Management and Policy Specialist | 3,000 | 3 | UNDP Botswana will contribute towards the cost of an International Consultant to be recruited at the regional level (supervised by Global Wildlife Enforcement Advisor with support from Botswana EBD RTA) to closely working with the International GEF Project Design Specialist and national experts, to guide the design of Component 3 of the project *(Coordinated capacity for combating wildlife crime/trafficking and enforcement of wildlife policies and regulations at district, national and international levels)* to respond to the expected results of BD Program 3 IWT Global Programme which this project is a part of. |
| National | NC 1 –  Land-Use Planning and NRM Specialist, also acting as Lead National Consultant | 2,500 | 12 | The Land Use Planning and NRM Specialist will be the overall lead expert for project preparation at the national level, working closely with the International GEF Project Design Specialist, and coordinating the national consultants/experts. The Specialist will in particular lead on the following tasks:  a. Coordination of baseline studies and informational gap analysis   * Current use and management practices of rangeland resources; Extent of land degradation and bush encroachment; * Government, private sector and farmer investments in SLM within rangelands of Kgalagadi and Ghanzi District; * An assessment of the threats to the range resources and the emanating from unsustainable utilisation of range resources in the surrounding areas; * Market analysis and opportunities for alternative income generating activities for local communities in communal areas; * Targets and indicators linked to the project interventions, including those specified in the LD and BD Tracking Tools; * An Inventory of policies and plans guiding the management of range resources including shortcomings and gaps that may affect the efficacy of project activities proposed, and recommendations on how to mitigate these constraints; * An analysis of climate change scenarios, likely impacts on livelihoods, livestock production and its implications on project interventions and their sustainability; * A gender analysis to identify the relationships between the various groups (men, women, youth) to natural resources, and the influence these relations have on control and access to resources, natural resource management, and implications to the project initiatives.   b. Assessment of the capacity of different agencies to engage in mainstreaming sustainable land management into land use and livestock production, wildlife management (including addressing wildlife crime) and implementation of other project activities.  This component is relevant for all PIF outcomes, and is designed to ensure that implementation arrangements, partnership strategies and capacities are in place and adequate for the successful project implementation and its sustainability. Data will be collected on:  At communal farming level: Analysis of governance and organization at community level, focusing particularly on existing mechanisms for planning, monitoring and regulation of rangeland management and their effectiveness;  Policy and regulatory framework: Analysis of the institutional arrangements and agencies of governance and their capacity, focusing particularly on existing mechanisms for planning, monitoring and regulation of Sustainable Land Management and their effectiveness;  At private commercial farming level: Analysis of the existing capacity for SLM and the current management practices including their effectiveness;  At civil society organisations level: Analysis of civil society organisations, their capacity in terms of resources and their governance and organization, particularly their effectiveness as it relates to SLM;  Identification of needs and opportunities for strengthening SLM at each of the above level;  Development of recommendations of how these can be improved, how to set up an effective district coordination mechanisms in order for the project to be implemented successfully, including how the role of indigenous knowledge, involvement of youth and gender issues will be incorporated.  The work will also entail assisting the International GEF Project Design Specialist in preparing the Project Document (PRODOC) and CEO Endorsement. The local consultant will also ensure the completeness of the required annexes to the CEO Endorsement i.e. LD tracking tools PMAT Capacity scorecards; co-financing letters, and last but not least, the consultant will address UNDP, STAP, GEF Secretariat and GEF Council comments as applicable.  Specifically, PRODOC preparation will consist of the following:   * Articulation of the Project Strategy/Logframe- This will include further definition of project outcomes, outputs and activities informed by the baseline studies.; project risks mitigation measures; indicators and quantified targets - * Institutional arrangements to support project implementation- describing roles and responsibilities of the different institutions * Budget: Costing of the expected outcomes and outputs; * Monitoring strategy for the project to track project progress and effectiveness. * Assessment of the alternatives to the project strategy and establishing the cost-effectiveness analysis of the preferred strategy and suite of activities. * Assessment of social aspects- including gender aspects. * Co-financing sources and secure commitments * ToRs for the key consultants/contracts to be employed by the project   **Qualifications:**  Interested candidates should possess a high-level of experience in developing project documents particularly for UNDP or GEF, preferably in the area of Sustainable Land Management and Natural Resources Planning or disciplines related chiefly to natural resources management. This should include proven ability to verify, critically analyze data and information and to present finished work with a high degree of accuracy and technical quality in a relatively short time.  The minimum qualifications are as follows:   * An advanced degree (i.e. Masters or equivalent) in Natural Resource Management or related work. * Ability to communicate effectively orally and in writing, in order to communicate complex, technical information to both technical and policy and general audiences, including strong policy advice skills. * Full command of and fluency in English, with a high degree of proficiency in writing in this language is a requirement. * Proven international and/or national experience in preparing strategic programmes, with at least some park specific management project. |
| National | NC2 – Wildlife Management Specialist | 2,000 | 6 | The Wildlife Management Specialist will specifically focus on conducting baseline assessments for Component 3 of the PIF, as described under Component A.2 (Analysis of the current coordination capacities for combating wildlife crime and enforcing wildlife policies and regulations at district, national and international levels) of the IP above.     * Review of the policy, legal and institutional framework for prevention and control of wildlife crime in Botswana. * Review current and planned joint (inter-agency) enforcement initiatives at the national level and the Kgalagadi and Ghanzi District to determine their effectiveness, identify gaps and inform support interventions * Conduct an assessment of the levels and types of wildlife crime in the Kgalagadi and Ghanzi Districts, including the Kalahari Transfrontier Park. * Conduct studies to determine the current of illegal off-take through:   + subsistence and commercial poaching;   + illegal killings (e.g. poisoning by farmers); and   + illegal trafficking and trade * Determine what wildlife species are affected by illegal off-take through poaching; illegal killings and illegal trafficking and trade; * Establish illegal trafficking and trade pathways (origins and destinations) and the location and profiles of key perpetrators * Establish the current rates of inspections, investigations, arrests, prosecutions and successful convictions * Establish baselines for levels of research, intelligence gathering and sharing and research to understand existing information-sharing agreements and protocols both between national government agencies and between Botswana government agencies and international agencies (e.g. Interpol) * Establish baselines for coordinated/joint operations between the key law enforcement institutions including states and non-state institutions. * Establish the levels of community participation on monitoring, policing and law enforcement against wildlife crime * Establish the levels of public awareness on issues of wildlife crime, crime prevention and enforcement at community and district levels, and establish targets to be pursued by the project * Conduct an assessment of the project demonstration landscapes, in consultation with national stakeholders   **Qualifications:**   * Excellent knowledge and minimum 10 years of demonstrable experience in the field of biodiversity conservation and wildlife enforcement/anti-poaching; * Extensive knowledge and practical experience in wildlife management (in particular actions to combat wildlife crime) in Botswana; * Relevant advanced degree in economics, agricultural development, natural sciences, environmental studies or other related fields; * Excellent technical writing skills; * Strong coordination and relationship management skills |
| National | NC 3 – Range Management Specialist | 2,000 | 6 | The Range Management Specialist will conduct an assessment of the degradation hotspots in the Kgalagadi and Ghanzi Districts, as well as the main drivers and impacts on the resilience of dryland ecosystems and the livelihoods dependent on them.   * Data collection, collation and analysis, including incorporation of regional and global best practices into the data interpretation process * Provide updated data on which the project activities will be based by overseeing data collection, collation and analysis in the following areas: * Livestock numbers, identifying threats, challenges and opportunities for improved range management in the Kgalagadi and Ghanzi Districts * Estimates of overgrazing in the districts and its implications on and/or linkages to overgrazing, land degradation and bush encroachment * Collation and assessment of national and district development plans, programs and projects, identifying issues that are relevant to the mainstreaming of SLM into natural resources uses and livestock development * Assessment of barriers and threats to the range resources and the Kgalagadi and Ghanzi Districts * Assessment of the developmental context (key business sectors; socio-economic development; political environment) and its current and future impacts on mainstreaming SLM into NRM * Analysis of climate change scenarios, likely impacts on livelihoods, livestock production and its implications on project interventions and their sustainability * Gender analysis to identify the relationships between the various groups (men, women, youth) * Recommendations on project interventions and suggestion of indicators and targets for the biophysical part of the LD tracking tool.   **Qualifications, experience and key competencies**   * Advanced degree preferably PhD in environmental governance, natural resource management or closely related field * At least 7 years of work experience in environmental governance, natural resources, range management or closely related field * Extensive experience in natural resources related research methodology development, data collection, analysis and report writing * Experience of working in rangelands in Botswana is an added advantage |
| National | NC 4 – Sustainable Livelihoods and NRM Specialist | 2,000 | 6 | The Sustainable Livelihoods and NRM Specialist will be responsible for conduct livelihood assessments and socio-economic surveys at community/household levels in the project area in order to determine the baselines and inform project targets. In particular the Specialist will carry out the following:   * Conduct social and economic baselines of the Kgalagadi and Ghanzi areas; gender issues, access and control over resources, resource use and others. * Perform an inventory of local livelihoods in the Kgalagadi and Ghanzi areas; primary means of livelihood, resource ownership, contribution of natural resource in communal livelihoods, youth & gender & identity issues. * Assess historical and determine current consumption patterns (quantity, intensity of harvest, efficiency, spatio-temporal context) of rangeland products and veldt products (e.g. grass, timber, wild fruits, services etc). * Assess sustainability of such consumption levels at the current moment and in the future. * Classify patterns of consumption of natural resources services and goods by the different stakeholders and/or user groups, i.e. private sector, public, women, children, youth etc. * Identify areas where alternative livelihoods may be required to alleviate over-extraction of local natural resources. * Identify socio-economic and investment opportunities for community-based organisations and other community groups; e.g. youth, women etc. * Gender analysis to identify the relationships between the various groups (men, women, youth) to natural resources, and the influence these relations have on control and access to resources, natural resource management, and implications to the project initiatives * Analysis of any previous monitoring efforts including of indicators on rangeland conditions, livestock and land productivity * Assessment of the developmental context (key business sectors and socio-economic development) and its current and future impacts on mainstreaming SLM into NRM * Market analysis and opportunities for alternative income generating activities for local communities and groups in the local areas (e.g. livestock products and NTFPs) * Draw recommendations on project interventions and suggestion of indicators and targets for the biophysical part of the LD tracking tool. * Assist in development of the project’s monitoring and evaluation plan * Sectoral analysis of the potential for tourism strategy development for alternative livelihoods.   **Qualifications, experience and key competencies**   * Advanced degree in environmental economics, socio-economics, sociology, natural resource management, or a closely related field * At least 5 years of work experience in environmental economics, sociology, socio-economics, natural resources, or closely related field * Extensive experience in natural resources related research methodology development, data collection, analysis and report writing * Experience of working in dryland, in particular the Kgalagadi and Ghanzi areas in Botswana is an added advantage |

**1** Dollar amount per person week.

**2** Person weeks needed to carry out the task.

The following annexes are attached as a separate document.

**Annex 3: Approved PIF**

**Annex 4: Programme Framework Document for the GEF illegal wildlife trade programme**

1. As piloted in the BioBoundary Project run by the Predator Conservation Trust, Botswana. [↑](#footnote-ref-1)
2. If an FSP project please add additional six months noting 18 month deadline between GEF approval of the PIF and GEF CEO endorsement of the project document [↑](#footnote-ref-2)
3. Botswana contribution towards the costs of an international consultant (Wildlife Management and Policy Specialist) to be recruited at the UNDP/GEF RCU-Africa level to review and consolidate all Program 3 Child Projects. [↑](#footnote-ref-3)