



2021

## Project Implementation Report (PIR)



*Empowered lives.  
Resilient nations.*

### **Kgalagadi' s Dry-land Ecosystem Services IWT**

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## A. Basic Data

Project Information	
UNDP PIMS ID	5590
GEF ID	9154
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(ies)	Botswana, Botswana
UNDP-NCE Technical Team	Ecosystems and Biodiversity
Management Arrangements	CO Support to NIM
Project Implementing Partner	Government
Joint Agencies	<i>(not set or not applicable)</i>
Project Type	Full Size
Implementation Status	3rd PIR
GEF Fiscal Year	FY21
Trust Fund	GEF Trust Fund

Project Description
<p>Project Summary: 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 ungulates and iconic predators, the landscape was dominated by low density wildlife with hunter gatherer livelihoods until borehole farming enabled cattle ranching a few decades ago. The consequent rangeland degradation and ecosystem fragmentation threatens wildlife and economic development. Wildlife Management Areas (WMAs) meant to support wildlife-based economic activities and secure migratory corridors linking the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve continue to be lost to livestock encroachment, due to delayed gazettelement. Wildlife is under additional threat from poaching, wildlife poisoning and illegal wildlife trade (IWT). The recent ban on hunting has reduced benefits from CBNRM (which in the context of Botswana has largely been based on consumptive use (i.e. hunting) of wildlife, reducing incentives for conservation. Stakeholders lack the planning tools, institutional coordination and operational capacities to balance competing needs and optimise environment, socio and economic outcomes. In particular there is weak coordination in tackling poaching, wildlife poisoning and IWT, weak capacities for improving rangeland management and limited incentives for local communities to protect wildlife. The project will 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); Integrated landscape management practices at community and resource-use levels to reduce competition between land-uses and increase agro-ecosystem productivity (component 2); Development of CBNRM for conservation and SLM to secure livelihoods and biodiversity (component 3); and, Gender mainstreaming, knowledge management, monitoring and evaluation (Component 4).</p>

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Other Partners	<i>(not set or not applicable)</i>

**B. Overall Ratings**

Overall DO Rating	Moderately Unsatisfactory
Overall IP Rating	Moderately Unsatisfactory
Overall Risk Rating	High

## C. Development Objective Progress

It is mandatory for all reported progress to be substantiated by evidence. Please upload evidence files for each objective/outcome via the DO PROGRESS section in the online PIR platform. If there is no evidence to upload, the Project Manager is required to provide an explanation.

Description					
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					
Description of Indicator	Baseline Level	Midterm target level	End of project target level	Level at 30 June 2020	Cumulative progress since project start
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 collaboration – 0 b) Inter-agency fora – 1 c) Joint Operations Centre (JOC) – 0 d) District fora – 0	<i>(not set or not applicable)</i>	a. National strategy on inter-agency collaboration - 1 b. inter-agency fora – 3, fully functional c. Joint operations Centre (JOC) – 1, fully functional d. District fora – 2, fully functional	Currently, only 1 district forum has been set up and is functional, None of the other specific targets have yet been delivered, though there has been extensive preparatory work undertaken, as follows :  a. To inform the establishment of the targeted institutional mechanisms a law enforcement agency Capacity Needs Assessment (CNA) was completed in December 2019 and approved in February 2020 (the CNA has been uploaded to the PIR file library). Regarding the review and revision of the National Anti-Poaching Strategy (NAPS) to foster inter-agency collaboration, the CNA recommends that: i) a select team from the NAPCC oversee the review process in 2020; and ii) the review identifies operational reforms required to allow DWNP as a paramilitary institution, to fully implement its mandate in the fight against wildlife crime. Terms of Reference (ToR) for the review and revision of the	Extensive preparatory work is currently ongoing to achieve the targets under this objective, as follows:  a) The National Antipoaching strategy is under review and expected to be complete by August 2021. The main objectives of the NAP are to: improve the security of the country's borders and therefore reduce cross-border wildlife crime-related activities; coordinate the enforcement of legislation to conserve wildlife resources; improve national and international inter-agency cooperation to combat wildlife crime; enhance the capacity of law enforcement agencies to execute their mandate; and increase community awareness of and involvement in combating wildlife crime. Please refer to

			<p>NAPS have been finalized, with input from DWNP and will be advertised in August. The review and revision of the NAPs is planned to be completed by the end of 2020. The ToR have been uploaded to the PIR file library.</p> <p>b. One Inter-agency forum in the form of an Anti Poaching Committee chaired by the DWNP has been formed and meets every fortnightly (as reported previously) . Members to the committee include the police, army (Botswana Defense Force), Directorate of Intelligence Services and prison services.</p> <p>c. The JOC has not yet been established. Modalities for establishing the Joint Operations Centre (JOC) for all Law Enforcement Agencies, which are part of the inter-agency collaborative platform (which oversaw the development of the CNA), are under consideration with the specifications for operations, equipment and materials to set up the JOC already developed. A meeting with MENT, was used to define the way forward for the establishment and equipping of a JOC in Gaborone as well as district-level Intelligence Diffusion Centres (IDCs). I was agreed that the initial activities related to the equipping and establishment of the JOC and IDCs would take place in parallel, as the two are interdependent. It was also agreed that DWNP would review and finalise the initial lists of materials and</p>	<p>attached Inception report, for delivery of the NAPs review.</p> <p>b) The Department of Wildlife and National Parks (DWNP) has established one inter-agency forum (National Anti-Poaching Committee, NAPC) which reports to the National Anti-Poaching Executive Committee (NAPEC) based at the headquarters of all the agencies (Gaborone). The NAC is supported by 3 district sub-committees based in Chobe, Ngamiland and Central district with the fourth one to be established in Kgalagadi in 2021. It is important to note that establishment of these structures was facilitated by the DWNP in an effort to operationalize the JOC and IDCs once fully equipped.</p> <p>c) All the materials required for establishment of the JOC and 3 IDCs were procured and installed in Gaborone, Kasane, Maun, and Kang. All four locations are located in DWNP offices as the Secretariat to the NAPC.</p>
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				<p>goods for the equipping of the JOC and IDCs to allow for purchases to be made in the final quarter of 2020.</p> <p>d. The Intelligence Diffusion Centres have not been established. Equipping of the district fora for intelligence sharing (Intelligence Diffusion Centers; IDCs) will take place in parallel to that of the JOC as the functioning of the JOC is reliant on the information received of IDCs. The CNA identified the specific need for the establishment of IDCs in Gantsi Township (Ghanzi District), Kang (Kgalagadi North District) and Tsabong (Kgalagadi South District), while discussions with MENT indicated that IDCs should also be established in Maun (Ngamiland District) and Francistown (North East District). Initial activities include the procurement of goods and materials for equipping of IDCs, which will take place in the last quarter of 2020, and will continue into 2021. Equipment specifications have been identified in the CNA and are currently being confirmed with DWNP. Training of Law Enforcement Agencies to manage the IDCs was planned for 2020 but was disrupted by COVID 19 and subsequently delayed to 2021.</p>	<p>Training of Law Enforcement Agencies to manage the IDCs which was deferred to 2021 has not been conducted yet due to COVID-19 restrictions. This will however provide an opportunity to take into account the outcome of the social and environmental safeguard assessment.</p>
Number of additional people (f/m) benefitting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas	0 (male/female)	<i>(not set or not applicable)</i>	500 (250male/ 250 female)	At this stage, one of the identified value chains has been launched, and a second is under development. Community members have so far benefited from training, but it is	l) Number of people benefitting from additional livelihoods initiatives can only be reported under one initiative that's currently on-going and that is

			<p>1500 (male: 750/female: 750)</p>	<p>too earlyf or any livelihood benefits to have been delivered.</p> <p>a. Implementation of the 1st value chain (charcoal production) is already underway in BORAVAST, including the development of an operational model. 15 community members (9 female; 6 male) from the BORAVAST Trust have been trained in charcoal production. The project is working with Department of Forestry and Range Resources (DFRR) and the Local Enterprise Agency (LEA) to support a sustainable charcoal production process. The value chain was launched on 28th July 2020 and has yet to deliver direct benefits to the community.</p> <p>b. The planned charcoal production project/process is intertwined with the planned fodder production initiative in the BORAVAST community as they both utilize prosopis. The fodder production initiative is expected to benefit more than 2000 people (both directly and indirectly). The harvested woody part of the plant is used for charcoal whilst the leaves and pods are used for fodder production. After the initial training of the community on fodder production by BUAN, the experts (from BUAN) are to further give further information on the best approaches for fodder production and advise on the nutritional value of fodder produced from prosopis.</p>	<p>the BORAVAST Charcoal Production initiative.</p> <p>The Charcoal Production team is made up of 12 females and 8 males from the four villages that make up the BORAVAST Trust. The project has to date successfully trained 9 females and 6 males from BORAVAST in charcoal production.</p> <p>II) In terms of SLM practices, training has been done on basic bushfire management in six (6) villages in the target areas. In Kgalagadi south 21 females and 27 males were trained in bushfire management. The training was geared towards management of wildfires within the target areas. Communities also received bushfire fighting equipment.</p> <p>A total of 10 champion farmers were taken on a learning /benchmarking trip to Zimbabwe for orientation on holistic livestock and rangeland management practices. As a follow up to the Zimbabwe trip, the MOA office in Ghanzi supported by the KGDEP organized an open day on of the farms (Brahman Farm). Over 75</p>
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					<p>local farmers were invited to have first-hand experience on how HSLM practices are being up adopted Botswana, in an effort to upscale the uptake of SLM in communal areas through practices such as climate smart agriculture and holistic rangeland management.</p> <p>In attempts to deliver this initiative, the project will collaborate with other entities such as FAO, Botswana Institute for Technological Research and Innovation (BITRI) &amp; Ministry of Agriculture and Food Security (MOA), which has been involved in similar initiatives within the landscape and in other parts of the country.</p>
Rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites	<p>Annual average = 404 incidents</p> <ul style="list-style-type: none"> <li>• Ghanzi = 165 incidents</li> <li>• Kgalagadi = 239 incidents</li> </ul>	<i>(not set or not applicable)</i>	Reduce average annual number of incidents by 50%	<p>Currently, the project is not able to track its impact on changes in the incidence of HWC as no HWC-mitigation measures have been established. There has been significant progress in laying the foundations for doing so, as follows:</p> <p>a. The Technical Reference Group (TRG) received training on M&amp;E in October/November 2019. This training culminated in the development of a monitoring tool/template for the IPs/stakeholders to use in general data collection on project indicators and their</p>	<p>The Human-Wildlife Conflict Strategy (HWCS) was developed and completed in July 2020.</p> <p>The target communities were appraised on the existence of the strategy however its impact on the HWC would only be realized upon its roll out as recommended in the implementation and action plan which was planned for September 2021.</p>

				<p>related targets, including for tracking of project progress against HWC-related targets.</p> <p>b. The HWC Strategy for the project intervention area (Kgalagadi and Ghanzi districts) was finalized in July 2020 having been delayed by the COVID-19 lockdown. Communities' input was incorporated into the strategy through consultative meetings with each of the 6 target communities. Next steps include working with communities to select and implement HWC mitigation interventions. The HWC strategy has been uploaded to the PIR file library.</p> <p>c. The project has to date successfully held four (4) multi-stakeholder forums (1st Quarter dialogue- Ghanzi, 2nd Quarter Dialogue – Tsabong, 3rd Quarter Hukuntsi and 4th Quarter Kang) with focus on unpacking HWC and biodiversity conservation from stakeholders' (including communities) perspective.</p>	<p>There has been delays in the roll out of the HWC Strategy due to COVID-19. The rollout was further affected by suspension of all community related project activities, pending the completion of the Environmental and Social Impact Assessment (ESIA), Environmental and Social Safeguards Management Plan (ESMP), and securing of Free Prior and Informed Consent (FPIC).</p> <p>No record of rates/levels of Human-Wildlife Conflict (especially wildlife-livestock predation) in the project sites can be reported during this reporting period. There are still challenges in data analysis, however PMU will follow up with DWNP to facilitate data analysis through digitization of data capture.</p> <p>Training-Since the training of DWNP staff on M&amp;E and the development of a data gathering template during the previous reporting period, several other M&amp;E-related activities have been implemented. The Technical Reference Group (TRG) received training on M&amp;E</p>
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					<p>in October/November 2019. This training culminated in the development of a monitoring tool/template for the IPs/stakeholders to use in general data collection, not just for collecting data on HWC incidents, but also other aspects of the project.</p> <p>A total of four (4) multi-stakeholder forums have been held in Tsabong, Ghanzi, Hukuntsi and Kang. Community contributions to biodiversity conservation and HWC discourse have been the emphasis of the dialogues.</p>
<b>The progress of the objective/outcome can be described as:</b>	<b>On track</b>				
<b>Evidence uploaded:</b>	<b>YES</b>				
<b>Outcome 1</b>					
<b>Outcome 1: Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade)</b>					
<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>Midterm target level</b>	<b>End of project target level</b>	<b>Level at 30 June 2020</b>	<b>Cumulative progress since project start</b>
Indicator 4: Rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife cases	i. Seizures / Arrests – 65 cases per year	i. Seizures - Reduce by 40% (should increase instead by about 25%)	i. Seizures - Reduce by 80%	The project cannot yet record any changes in law enforcement parameters, as most of the work under this Outcome is still in the preparatory stages. Given that the MTR will	The status is as previously reported as there has been no progress on this activity. It is however, worth reporting that

	<p>ii. Prosecutions – 89%</p> <p>iii. Convictions – 11%</p> <p>iv. Pending cases – 75%</p> <p>v. Wildlife deaths from poisoning - tbd</p>	<p>during the first 2 years or so due to improved patrol effort)</p> <p>ii. Prosecutions - Increase to 95% (marginal increase first 2 years as training and building capacity occurs on investigations gets underway)</p> <p>iii. Convictions - Increase to 30 %</p> <p>iv. Pending cases - Reduce to 50%</p> <p>v. Wildlife deaths from poisoning - Reduce by 30%</p>	<p>ii. Prosecutions - Increase to 95%</p> <p>iii. Convictions - Increase by 85 %</p> <p>iv. Pending cases - Reduce to less than 25%</p> <p>v. Wildlife deaths from poisoning - Reduce by 75%</p>	<p>take place in May 2021, it is possible that the mid-term targets will not be reached, and unless the establishment of the JOC, intelligence diffusion centers and other measures to be implemented under Outcome 1 can be fast-tracked, the EOP targets might not be reached. Since the initial preparatory work carried out during the last reporting period the following have been achieved:</p> <p>a. The national law enforcement agency CNA has been completed (December 2019), with final approval taking place in February 2020. The CNA provides specific recommendations for strengthening the capacity of national law enforcement agencies to carry out their operations related to wildlife crime. The recommendations include the setting up of a JOC in Gaborone, strengthening human resource capacity, building technical capacity and the acquisition of new equipment required to improve arrest, prosecution and conviction rates, and reduce the number of pending cases related to wildlife crime, as well as reduce the number of wildlife deaths related to poaching (including poisoning). The main recommendations of the CNA include: i) the Botswana Wildlife Training Institute (BWTI) becoming semi-autonomous from the Department of Wildlife and National Parks (DWNP) to improve its cost effectiveness; ii) reviewing and improving BWTI's curricula and training programmes; iii) upgrading BWTI's equipment (e.g., ICT, vehicles); iv)</p>	<p>the project is currently exploring the possibility of digitizing the database used to capture data on seizures/arrests and prosecutions etc. with DWNP. The data is currently maintained as hard copies and will have to be transcribed in order to get the data relevant to the targets under this indicator.</p>
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				<p>restructuring DWNP as a stand-alone para-military entity; v) upgrading relevant law enforcement infrastructure and equipment at the district and national levels; vi) establishing a Rapid Reaction Force (DWNP and Police); vii) a complete overhaul of DWNP's air wing, with aerial support instead provided by BDF and BPS; viii) renew constitutions of relevant community trusts; ix) strengthen awareness-raising activities of wildlife crime and community involvement in its prevention; x) establishment of JOC in Gaborone; xi) establishment of IDCs in Gantsi Township, Kang and Tsabong; and xii) NAPCC to establish a training platform for intelligence officers and investigation units. The CNA report has been uploaded to the PIR file library for reference purposes. The project is currently communicating with the relevant law enforcement agencies to determine where its resources will be most needed based on the results of the CNA. Initial support from the project will begin in the last quarter of 2020.</p> <p>b. Terms of Reference for the review and revision of the NAPS have been advertised and a consultant will be engaged in September 2020.. The revision of the NAPS will strengthen the mandates of and improve collaboration between national law enforcement agencies to address wildlife-related crime (including poaching and illegal wildlife trade).</p>	
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				<p>c. Modalities for establishing the national JOC for wildlife crime, as informed by the CNA, are under consideration. This will be followed by establishment of District fora to strengthening the fight against wildlife crime at the district level.</p> <p>d. Public relations training for Law Enforcement Agencies, which was initially planned for early 2020 has been postponed to 2021 due to restrictions associated with COVID 19. This training is meant to improve the relationship that law enforcement agency officials have with community members, allowing them to work together in the fight against wildlife crime, reducing the number of incidents (poaching and illegal wildlife trade) and enhancing arrest and conviction rates.</p>	
Indicator 5: Capacity of wildlife management institutions and law enforcement agencies to tackle IWT (UNDP Capacity Scorecard)	28%	40%	50%	<p>a. The CNA was approved in February 2020 and recommendations from the study are now being implemented. Recommendations from the CNA include capacity-development needs (including human resource and technical) required to strengthen the ongoing operations of law enforcement agencies and wildlife management institutions involved in addressing wildlife crime, as well as equipment requirements. In additions, preparations for the review and updating of the National Anti-Poaching Strategy (NAPS) are underway including the development of</p>	<p>The UNDP Capacity Scorecard has been developed and is currently being used to evaluate the progress. This will be prioritized in the 2021 AWP in collaboration with the RTA.</p>

				<p>TOR for the exercise already prepared and a call for experts extended.</p> <p>b. The Capacity Development Scorecards will be updated ahead of the MTR. The project has completed the CNA, which amongst others: recommended capacity-building requirements for law enforcement agencies and wildlife management institutions; and present a strategy for directing capacity development activities. Furthermore, IPs dealing with law enforcement meet fortnightly at headquarters (Gaborone) to share information and deliberate on the project delivery. This meeting also acted as the oversight committee for CNA.</p> <p>It is unlikely that the MTR target of a 40% improvement will be reached, but, the EOP target could be achieved if work under this outcome is accelerated.</p>	
<b>The progress of the objective/outcome can be described as:</b>	<b>Off track</b>				
<b>Evidence uploaded:</b>	<b>N/A</b>				
	<b>No information was collected against the indicator,- number of seizures, arrests and cases prosecuted</b>				
<b>Outcome 2</b>					
<b>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</b>					
<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>Midterm target level</b>	<b>End of project target level</b>	<b>Level at 30 June 2020</b>	<b>Cumulative progress since project start</b>

Indicator 6: Number of value chains and ecotourism ventures operationalized	0	at least 2	4	<p>Business plans for the viable value chain and ecotourism ventures (10) identified in the study were developed and approved in the previous reporting period. Initiation of two of these livelihood ventures commenced with training. To date fodder production, charcoal production, as well as general governance and management training have been conducted. A follow up and final training on charcoal production which included branding, grading and packaging of the product has been undertaken for a 15 (9 female; 6 male) member producer group on 13th-17th July 2020 and production has since commenced. The project in collaboration with Department of Forestry and Range Resources (DFRR) and the Local Enterprise Agency (LEA) are providing technical support for the new enterprise. Furthermore, there are on-going discussions with other stakeholders (primarily the Botswana Tourism Organisation (BTO) to support the development and operationalisation of the a community-run campsite in KD15. Though identified as viable, long-term sustainability of this projects and others in KD1 and KD2 is being discussed at a strategic level to secure sustained extension facilitation from all relevant sectors such as Local Government and others.</p> <p>After further scrutiny, it has been determined that the Game farms in GH10 and GH11 require large investment and intensive management which could be a challenge for the communities. Therefore, consultations for alternative viable ventures</p>	<p>During this reporting period, not much progress was achieved for this indicator due to the realization that some of the livelihoods initiatives that were identified had the potential to trigger Environmental and Social Safeguard (ESS) risks. These include boreholes, ecotourism infrastructure and agricultural interventions. Boreholes in particular could have unintended negative consequences on the increased fragmentation of wildlife corridors. Although boreholes, ecotourism infrastructure and agriculture may be appropriate in certain areas of the project, integrated landscape management planning needs to be completed before considering them further. It was therefore agreed that in order to meet the targets it is critical that low-risk, high impact activities are identified and implemented in parallel with the ILUMP.</p> <p>The process of consulting communities to identify alternative viable ventures will commence following finalization of the environmental and social safeguards assessment, which is currently underway.</p>
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				<p>are to be done with the communities and relevant stakeholders, pending conclusion of the social and environmental safeguards risk assessments and management plans that are currently underway (see below). The on-going strategic-level discussions for sustained extension will also include re-engagement processes with these communities. To mitigate any issues that may arise during engagements with communities, which include members of the San (who fit the international definition of indigenous peoples), a specialist has been engaged to develop environmental and social safeguards instruments for the project. The safeguards consultant will develop an Environmental and Social Impact Assessment (ESIA) and ESMP (and related plans) which need to be completed before any more work on the livelihoods can take place. The consultant will also secure FPIC through appropriate consultations and will provide safeguards training to project staff and all other relevant persons.</p>	<p>There are on-going discussions with other stakeholders (primarily the Botswana Tourism Organization (BTO) to support the development and operationalization of a community-run campsite in KD15. Though identified as viable, the long-term sustainability of this project and others in KD1 and KD2 is being discussed at a strategic level (MENT PS) to secure sustained extension facilitation from all relevant sectors such as Local Government and others.</p>
<p>Indicator 7: Percentage increase in incomes derived from ecotourism and value chains</p>	<p>Minimal – to be confirmed during inception</p>	<p>10 % increase over baseline in incomes from CBNRM (40% of beneficiaries are women)</p>	<p>25 % increase over baseline in number of households</p>	<p>It is too early to record any increase in incomes as a result of project-supported value chains, as two have only just been launched and others are on-hold pending completion of safeguards work.</p> <p>The project in collaboration with Local Enterprise Agency (LEA) is working on enhancing the skills of target communities with a focus on management, marketing</p>	<p>Income generated from the supported projects for the BORAVAST Trust, is yet to be evaluated as production was affected by the lack of manpower to produce charcoal - , is which is one of the products expected to increase revenues for the Trust. The Trust has also recently undergone a transition</p>

				<p>and effectively running of their livelihood ventures through tailor made training programmes will be supported for each community. Training programmes have already been developed for implementation for BORAVAST and KD15 communities whose ventures will be up and running effectively by the end of the year. This training will also be rolled out to other communities as they undertake their livelihood activities. However, this will also be informed by the ESIA and related management plans.</p>	<p>of the Board of Trustees who are yet to be trained. The training is pending due to the ongoing SESP and the subsequent ESIA and SEMP. The project can only be engaged in the training of the new Board members once the SESP, and ESIA have gone through the necessary approval processes.</p> <p>The Trust has, nonetheless, received additional support from the Local Enterprise Agency (LEA) in the form of equipment (trailers, fodder production equipment, chain saws and other accessories) which are expected to support business operation of the charcoal and fodder production. LEA is also supporting incentives for the production team by providing an allowance for a period of three (3) months. A total of 20 people (8 males and 12 females) have been engaged. LEA will also hire a manager/caretaker for the three months period to oversee the day-to-day operations of the Trust activities.</p>
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					<p>LEA has pledged mentoring and support during the three months to ensure the following:</p> <ul style="list-style-type: none"> <li>• a market is established and accessed for the two products (Charcoal and Fodder); and</li> <li>• the financial capacity of the Trust is improved to sustain the business operations of the Trust without outside support.</li> </ul> <p>The manager is expected to bring change to the operations of the Trust in dealing with the day-to-day running of the business.</p> <p>Given that only one livelihood initiative has been successfully launched and others are on-hold pending completion of safeguards work, increases in incomes as a result of project-supported value chains, have not yet been recorded.</p>
<p>Indicator 8: Number of CSO, community and academia members actively engaged in wildlife crime monitoring and</p>	<p>Minimal (confirmed at inception)</p>	<p>At least 60 (equal numbers of male and female)</p>	<p>At least 200 (equal numbers of male and female)</p>	<p>Work is currently in the preparatory phase, with a focus on training and consultations. Besides the multi-stakeholder dialogues (for communities, farmers, associations, community trusts, NGOs, and others) which have been held on a quarterly basis</p>	<p>Currently wildlife crime monitoring is limited to communities in the form of community escort guides mobilized by the DWNP, though in most cases they are inactive.</p>

<p>surveillance in community battalions</p>				<p>(Tsabong, Ghanzi, Hukuntsi and Kang), the project in collaboration with Department of Environmental Affairs (DEA) are in the process of formulating a multi-stakeholder forum (MSF) which will include amongst others; Civil Society Organizations (NGOs and CBOs), communities and academia; this will effectively be a platform for discussing and engaging on biodiversity conservation issues, including wildlife crime. The quarterly dialogues will be complementary to the MSF. Furthermore, during the development of the HWC Strategy 6 communities were selected and consulted on HWC and biodiversity conservation. Further training on area-specific HWC mitigation strategies and wildlife-crime monitoring will be undertaken during the HWC Strategy rollout. This will also include training on and the implementation of the Management Oriented Monitoring System (MOMS), which is used for the monitoring of and reporting on wildlife crime-related activities such as poaching. The roll out is to commence in August/September 2020 among communities in the target areas and will be led by the DWNP.</p> <p>Further training has been undertaken with communities in Kgalagadi North (KD1 and KD2) on fire management. A total of 31 community members have been trained (KD1, 9 female;7 male and KD2, 7 female;8 male). This activity directly contributes to environmental upkeep, and reporting on fires started by poachers as a way of flashing out wildlife. Monitoring and</p>	<p>Training for these community escort guides is catered for in the 2021 AWP. However, communities, academic and other stakeholders have been mobilized by the KGDEP to partake in monitoring and combating illegal activities through awareness rising dialogues held on a quarterly basis.</p>
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				reporting on these incidents ushers in the fight against poaching.	
<b>The progress of the objective/outcome can be described as:</b>	<b>Off track</b>				
<b>Evidence uploaded:</b>	<b>N/A</b> <b>There is not much progress done from July 2020 to June 2021 due to suspension of activities pending the revised SESP, ESIA and SEMP,</b>				
<b>Outcome 3</b>					
<b>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</b>					
<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>Midterm target level</b>	<b>End of project target level</b>	<b>Level at 30 June 2020</b>	<b>Cumulative progress since project start</b>
Indicator 9: Area of landscape/ecosystem being managed as wildlife corridors (WMAs formally established) (KD1, 2, GH 10, 11)	0 (WMA boundaries have been approved but formal gazettement process has not begun)	a) Integrated land use management plan ready by MTR phase  Land use plans for the WMAs ready	Nomination files for 500,000 hectares of WMAs covering wildlife corridors submitted for gazettement	A readjusted approach to the development of the Integrated Landscape Management Plan (ILUMP) has been adopted. This approach is aimed at fostering government ownership and building capacity of government technical officers and other stakeholders for long-term sustainability of project initiatives (such as the implementation of the ILUMP) after the project has ended. Currently, the PMU in 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 ILUMP formulation and also identifying teams to undertake different components of the	A readjusted approach to the development of the Integrated Land Use Management Plan (ILUMP) has been adopted. This approach is aimed at fostering government ownership and building capacity of government technical officers and other stakeholders for long-term sustainability of project initiatives (such as the implementation of the ILUMP) beyond the lifespan of the project. Currently, the PMU in collaboration with the Ministry of Land Management water and Sanitation Service (MLWS) and Ministry of Environment Natural

				<p>process and KGDEP Chief technical Advisor (CTA) will collate the document and provide quality assurance. The ILMP development process will identify suitable areas of the landscape/ecosystem to be classified and managed as wildlife corridors under the implementation of the plan.</p> <p>The Inception workshop for implementation plan finalization and kick-starting the plan development is schedule for 24h-27th August 2020. As part of the preliminary preparations for the plan development, the project facilitated training of 20 (9 female; 11 male) Districts' technical officers in the KGDEP Technical Reference Group (TRG) on Land Use Conflict Identification System (LUCIS); - a tool which will contribute to the identification of appropriate wildlife corridor areas during the development of the ILMP.</p> <p>It is unlikely that the ILMP will be ready by MTR (May 2021), BUT, this area of work is receiving prioritized attention and the EOP target should be within reach</p>	<p>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. The KGDEP Chief Technical Advisor (CTA) will collate the document and provide quality assurance. The ILUMP development process will identify suitable areas of the landscape/ecosystem to be classified and managed as wildlife corridors under the implementation of the plan. To date, the following aspects of the ILUMP development process have been conducted:</p> <ul style="list-style-type: none"> <li>An inception report of the ILUMP development process was developed and finalized. The inception report comprises, inter alia, a framework of the sectors involved in the development process and the associated activities for the first phase of the process — the situational analysis. The report also provides the allocated timelines for the development process and government technical</li> </ul>
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					<p>officers involved in the process; and</p> <ul style="list-style-type: none"> <li>• A landscape connectivity analysis consultant has been engaged (March 2021) to provide a spatial definition of the multi-species wildlife habitat core areas in the Kgalagadi landscape and connectivity as key information to feed into spatial planning processes. This will enable maximized productivity of the drylands ecosystem while allowing the landscape requirements that permit seasonal movements and gene flow ensuring long-term population persistence of free-ranging Kalahari wildlife. The consultancy inception report is attached for reference.</li> </ul> <p>The connectivity analysis consultant works collaboratively with the sectoral teams engaged in the ILUMP development process. The ILUMP is going to cover the entire Kgalagadi and Ghanzi districts which total approximately 22 million hectares and this include communal areas.</p>
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Indicator 10: Area of community lands integrating SLM practices	0 (to be confirmed at inception)	30,000 hectares	100,000 hectares	<p>Activities have focused to date on awareness-raising, outreach and training (which is essential for successful uptake), but work on the ground has yet to commence. The MTR target for ha under SLM may not be met.</p> <p>Depending on the rate of uptake of SLM, the EOP target may still be within reach. Further to the SLM and HLM trainings and demonstrations conducted during the previous reporting period, 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.</p> <p>During the development of the ILMP, community lands appropriate for the integration of SLM practices will be identified.</p> <p>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.</p> <p>Further to the learning exchange for 10 champion farmers in Zimbabwe and related open day in Ghanzi, the project had planned to train more farmers across the two districts and also engaged a local entity;</p>	<p>Several initiatives geared towards SLM practices in communal areas have been undertaken which include bushfire management training and formation of community bushfire first responders' teams. More than 30000 hectares is currently under surveillance for combatting veldfires. The project has procured firefighting equipment for the teams which will be handed over to the respective communities by the Department of Forestry and Range Resources (DFRR).</p> <p>A Bushfire Risk Management Plan for Kgalagadi District was developed, and equipment was procured to support its implementation. The equipment will be handed to 4 communities in Kgalagadi District (3 in Kgalagadi North and 1 in Kgalagadi South) to help with fire management particularly in the communal areas .Further to the SLM and HLM trainings and demonstrations conducted during the previous reporting period, as a capacity development exercise for uptake of SLM, the project has facilitated a Holistic Livestock and Land Management (HLM) learning exchange to Zimbabwe</p>
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				<p>Botswana Institute of Technology Research and Innovation (BITRI) to train communities/farmers on climate smart agriculture (CSA). The Ministry of Agriculture will also be partnering in this initiative. However, this has been postponed to 2021 due the advent of COVID19 and associated protocols.</p> <p>As part of integration of SLM practices in the communal areas, the project in collaboration with the Department of Forestry and Range Resources (DFRR) conducted fire management training for two (2) communities in Northern Kgalagadi in Zutshwa and Ngwatle, with 11 (7 female; 4 males) and 16 (11 female; 5 male) community members being trained, respectively. Following the training, a team to lead in the monitoring of and reporting of bushfire incidents was formed in each community: Zutshwa Firefighting Volunteers' Team and Xoma xaa Firefighting Volunteers Team for Ngwatle.</p>	<p>in May 2019, with 10 champion farmers from the community (three being female) and technical officers (2 female) from land management sectors.</p> <p>During the development of the ILMP, community lands appropriate for the integration of SLM practices will be identified.</p> <p>FAO, MOA and BITRI have also been engaged in an effort to collaborate for the uptake of SLM and HLM best practices through an outreach programme which includes holding of open days to demonstrate SLM practices and share experiences.</p> <p>Further to the learning exchange for 10 champion farmers in Zimbabwe and related open day in Ghanzi in 2019, the project had planned that more farmers will be trained in 2020 by the Botswana Institute of Technology Research and Innovation (BITRI) on climate smart agriculture (CSA). However, this was deferred to 2021 and has since been delayed due to the advent of COVID19 and associated protocols.</p>
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Indicator 11: Yields of three lead/most commonly grown crops	Confirmed at inception	20% increase in yields over baseline value	40% increase in yields over baseline value	Again, activities have been restricted to training. It is unlikely that the MTR targets will be met and the EOP target may be unrealistic. Training on CSA was geared towards improvement of crop yields in the target areas and as indicated above, the COVID-19 affected the implementation of the training, which has been postponed to 2021. In addition, the Project is collaborating with the Ministry of Agriculture in data collation activities related to crop yields in target areas.	As previously reported as there has not been any additional information on the production yield. Measures for determining the baseline will be developed and indicators for monitoring the yields and related statistics will also be developed in collaboration with sectors such a Department of Crops production. Data collection on this will commence during the next ploughing season in in 2022.
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;	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)	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.	Achievement against these targets is off-track as the process for developing the ILMP is central to identifying measures for delivery of the targets. Kick-starting of the development of the ILMP is scheduled for 31st August-4th September 2020, with the plan then being developed over a period of 12 months. The ILMP will provide a functioning integrated landscape land use planning and management framework for the target landscape, strengthening the mandate of DLUPU. The development of the ILMP will include detailing the costs required to implement the plan, which will be used to leverage funding requirement from relevant national and district budgets. These budget allocations will assist stakeholders such as DLUPU with the	There has not been any change in the budgets allocation for the District Land Use Planning Units (DLUPU) for implementation of landscape land use plans. It is anticipated that this would be achieved through the ILUMP which will be critical for identifying measures for delivery of the targets. The ILUMP will provide a functioning integrated landscape land use planning and management framework for the target landscape, strengthening the mandate of DLUPU. The development of the ILUMP will include detailing the costs required to implement

	<p>iii. Secretariat – 0 Comprises members of staff from different departments and leadership not integrated into the district commissioners office;</p>	<p>iii. Secretariat – PMU acting as secretary and District Commissioner’s office is involved in the leadership of DLUPU</p>	<p>iii. Has a standing and funded secretariat</p>	<p>implementation of the plan. During the development of the ILMP, the roles of government, communities, academia and CSOs in its implementation will be defined through consultations with these stakeholder groups. Several budgetary limitations and other issues related to the development of the ILMP have already been resolved with more reliance on in-house technical skills from different government departments.</p> <p>The Inception workshop for implementation plan finalization and kick-starting the plan development is schedule for 24th-27th August 2020. As part of the preliminary preparations for the plan development, the project facilitated training of 20 (9 female/11 male) Districts’ technical officers in the KGDEP Technical Reference Group (TRG) on Land Use Conflict Identification System (LUCIS); - a tool which will come handy in the plan development process.</p>	<p>the plan, which will be used to leverage funding requirement from relevant national and district budgets. These budget allocations will assist stakeholders such as DLUPU with the implementation of the plan. During the development of the ILUMP, the roles of government, communities, academia and CSOs in its implementation will be defined through consultations with these stakeholder groups. Several budgetary limitations and other issues related to the development of the ILUMP have already been resolved with more reliance on in-house technical skills from different government departments.</p> <p>As part of the preliminary preparations for the plan development, the project facilitated training of 20 (9 female/11 male) Districts’ technical officers in the KGDEP Technical Reference Group (TRG) on Land Use Conflict Identification System (LUCIS). It is expected that LUCIS will be included as a tool for implementation of parts of the ILUMP.</p>
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Indicator 13: Capacity scores for NRM institutions (DWNP, DFRR, DEA)	Aggregate Scores on UNDP capacity Score Card of less than 30%	Aggregate Scores on UNDP capacity Score Card of at least 40%	Aggregate Scores on UNDP capacity Score Card of at least 50%	No scores have been allocated yet and it is anticipated that this would be done during the Mid-term review of the project	No scores have been allocated as yet. This will be prioritized in the remaining implementation period
<b>The progress of the objective/outcome can be described as:</b>	<b>Off track</b>				
<b>Evidence uploaded:</b>	<b>YES</b>				
<b>Outcome 4</b>					
<b>Component/ Outcome 4: Gender mainstreaming, Lessons learned by the project through participatory M&amp;E are used to guide adaptive management, collate and share lessons, in support of up scaling.</b>					
<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>Midterm target level</b>	<b>End of project target level</b>	<b>Level at 30 June 2020</b>	<b>Cumulative progress since project start</b>
Indicator 14: % of women participating in and benefiting from the project activities	To be determined at inception	20%	50%	The Gender Mainstreaming Strategy was approved in 2019 and the project is implementing the recommendations from the strategy in all its interventions. One of the main recommendations, which is equal representation in trainings conducted, is indicated in relevant interventions described under the progress of Outcomes 1 to 3 above. This includes: i) the training of 15 community members (9 women) from the BORAVAST; ii) firefighting training in KD1 and KD2, with 16 (9 female) and 15 (7 female) community members being trained, respectively; iii) LUCIS training for 20 district technical officers (9 female); iv) HLM training for 10 farmers (3 female) and 2 technical officers (both female) Trust in charcoal production; and v) fire management training for 11 (7 female) and 16 (11 female) community members from	A Gender, Communications and Monitoring and Evaluation (M&E) officer, responsible for implementing the Gender and Communications mainstreaming plans of the project, and developing relevant gender and communications tools, has been recruited and joined the PMU at the beginning of 2021. The project is continuously ensuring that there is women participation in all project activities and training. below are activities where there has been good effort in the engagement and empowerment of women:  1) Currently for the BORAVAST community Trust women are engaged in the charcoal

				<p>the Zutshwa and Ngwatle communities, respectively. Furthermore, the PMU in collaboration with the Gender Affairs Department (Government) will be training the TRG on mainstreaming gender considerations into all project interventions, which will strengthen the effective implementation of the project's gender action plan. The training which will be conducted in September 2020 will also develop a tool for data gathering and monitoring of all parameters of gender mainstreaming, allowing the accurate tracking of the % of women participating in and benefiting from the project activities.</p>	<p>production teams which is made of two (2) males and three (3) females in each of the four villages making the BORAVAST trust -total of 12 females and 8 males;</p> <p>2) BORAVAST TRUST Charcoal production training- 9 females and 6 males;</p> <p>3) Governance training for GH10- 6 females and 6 males;</p> <p>4) Bush fire management training in Kgalagadi South -21 females and 27 males.</p> <p>Indicative data above shows that of the people benefitting for the project activities 51% have been women.</p>
Indicator 15: Number of the project lessons used in development and implementation of other IWT and landscape management and conservation projects	0	2	5	<p>Lessons learnt from the project will be prominent from end of 2020 (mid-term) onwards and the documentation of lessons will follow from this. However, products from the project interventions such as workshops and training are recorded/documented and disseminated through available platforms (for example in the UNDP Facebook page for access/appreciation by other stakeholders:  <a href="https://www.facebook.com/UNDPBotswana">https://www.facebook.com/UNDPBotswana</a>) and shared as open resource for possible lessons learnt with other similar or collaborative initiatives. Furthermore, collaboration with media houses and</p>	<p>The project has been reporting to the GWP on an annual basis for the past 3 years on lessons learnt and sharing experience with other countries. The project communication team participated on a series of GWP Communication trainings (June 2021). The main aim of the training was to learn and share experiences on how projects messages are best packaged to target particular audiences. The teams exchanged knowledge</p>

				reporting on project activities in local media and others is anticipated to enhance this. The PM and counterparts from government participated in the Global Wildlife Programme (GWP) Annual Knowledge Sharing Conference which provides for lessons exchange with all other child projects under the GWP. All relevant lessons learnt and knowledge products will be made available on a platform set up under the project.	with other GEF6 projects in Africa.  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.
<b>The progress of the objective/outcome can be described as:</b>	<b>On track</b>				
<b>Evidence uploaded:</b>	<b>YES</b>				

## Action plan

<b>Off-track objective/outcome</b>	<b>Action(s) to be taken</b>	<b>Responsible party/ies</b>	<b>Due Date</b>
Outcome 1	<ol style="list-style-type: none"> <li>1. PMU to facilitate finalization of the NAPs Review process and roll out of the action plan</li> <li>2. PMU to establish challenges in data collection and analysis by DWNP, this will include fast tracking the planned capacity development (training in investigation, intelligence, and evidence processing and presentation) and exploring the possibility of digitization of data collection on seizures, arrest, and case management. This will be done immediately following feedback on the MTR.</li> </ol>	PMU, UNDP CO, DWNP, DFRR, CTA	Nov 30, 2021

	<p>3. Explore possibility of digitizing the database used to capture data on seizures/Arrests and prosecutions etc. with DWNP. The data is currently maintained on hard copies and will have to be transcribed in order to get the data relevant to the targets under indicator 1.</p> <p>4. Following the approval of the ESS, PMU to facilitate the process of rolling out the HWC Strategy and implementation of the Bushfire risk management plan in collaboration with DWNP and DFRR respectively.</p> <p>5. UNDP CO to prioritize development of the capacity score cards for assessment of the capacity of wildlife management institutions and law enforcement agencies to tackle IWT</p>		
Outcome 2	<p>1. PMU to facilitate, support review, and approval of the SESP, ESIA, and ESMP and securing of the secure Free, Prior and Informed Consent (FPIC) on respective project activities. This will pave way for the implementation of other project activities in all three components.</p> <p>2. PMU to prioritize the identification of specific value chains and ecotourism ventures and subsequently support the business development of such activities in consultation with the communities. PMU will therefore be key in the identification of the specific project activities and their viability, focusing on low risk and high impact initiatives. LEA and BTO will be key partners in the support to the value chains and ecotourism ventures respectively. The engagement of CSOs as implementing partners will be explored which</p>	PMU, UNDP CO, DWNP, CTA, RTA	Oct 29, 2021

is seen as a means to facilitate faster project implementation, and promoting synergy.

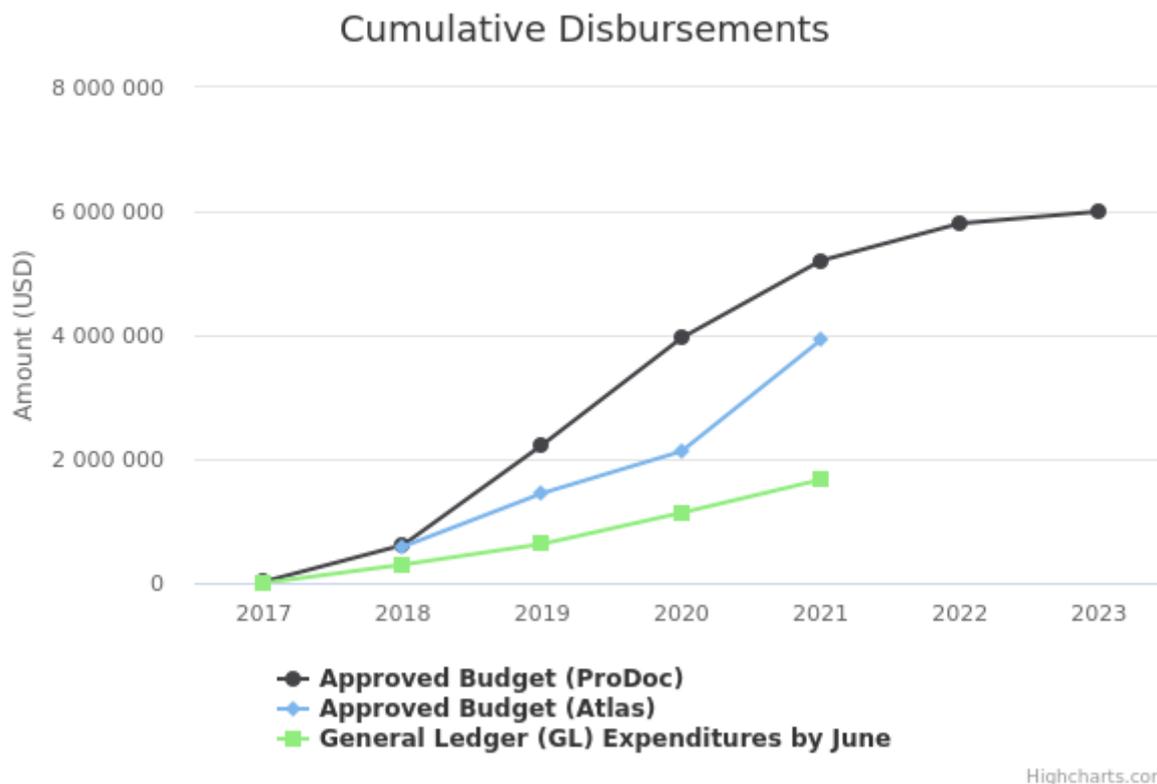
3. PMU to review all the Component 2 proposed initiatives and ensure that final selection contribute to the KGDEP objective and are spatially aligned with the ILMP. Urgently communicate the decisions to the local communities and explain why. Select those projects that still fit the criteria of the project 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

4. On completion of the ESIA and SEMP, PMU to support capacity development of all Board of Trustees, where project support will be given, will be provided with the necessary training in Governance, records keeping and management, Customer relations, and other business development and management aspects of their respective Trusts. This will be done in collaboration with DWNP, LEA. And BTO

5. Identify and engage NGO partners to implement and monitor some of the initiatives under component 2. Some of these NGOs have been working in the two districts and their knowledge and experience will be vital in accelerating progress.

Outcome 3	<p>1. PMU to support the drafting of the ILUMP, with support from CTA and the respective stakeholders. The Drafting of the ILUMP is coordinated by Ministry of Land Management water and Sanitation Service (MLWS).</p> <p>2. The MENT/DEA should make representation on behalf of the KGDEP to the Minister requesting a definitive statement putting on hold the de-proclamation of the WMAs until the ILMP is completed. De-proclamation, and the uncertainty surrounding it continues to erode the resilience of the WMA by default, and is compromising the project's ability to deliver the outcomes and objective agreed in the Project Document.</p> <p>MENT/DEA to facilitate Ghanzi and Kgalagadi Land Boards to put on hold the commissioning of any new boreholes in the proposed WMA areas until the ILMP is completed</p>	PMU,MENT/DEA, MLWS, CTA, the ILUMP drafting team together with the affected stakeholders, and MoA (for Climate Smart Agriculture)	Sep 30, 2021
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## D. Implementation Progress



Cumulative GL delivery against total approved amount (in prodoc):	27.8%
Cumulative GL delivery against expected delivery as of this year:	32.03%
Cumulative disbursement as of 30 June:	1,666,875

<b>Key Financing Amounts</b>	
PPG Amount	150,000
GEF Grant Amount	5,996,789
Co-financing	22,500,000

<b>Key Project Dates</b>	
PIF Approval Date	Jun 4, 2015
CEO Endorsement Date	Jun 21, 2017
Project Document Signature Date (project start date):	Nov 1, 2017
Date of Inception Workshop	Nov 24, 2017
First Disbursement Date	Jan 19, 2018
Expected Date of Mid-term Review	May 1, 2021

Actual Date of Mid-term Review	<i>(not set or not applicable)</i>
Expected Date of Terminal Evaluation	Aug 1, 2024
Original Planned Closing Date	Nov 1, 2024
Revised Planned Closing Date	<i>(not set or not applicable)</i>

<b>Dates of Project Steering Committee/Board Meetings during reporting period (30 June 2020 to 1 July 2021)</b>
2020-07-27
2020-10-27

**Project Manager: Please provide comments on delays this reporting period in achieving any of the following key project milestones outlined in the above 'Key Project Dates' table. Include comments on COVID-19 related challenges, delays and impact. If there are no delays, please indicated 'not applicable'.**

COVID-19 pandemic affected most of the planned activities throughout 2020/2021 planned period. The restrictions in movement and physical consultations with the project stakeholders affected most of the project activities resulting in the delays in the implementation. This was later compounded by the halting of all on-the-ground project activities, pending the completion of the: SESP; ESIA; ESMP; Free Prior and Informed Consent (FPIC); and other relevant safeguards work, which is currently ongoing. A local consultant to undertake filed consultations for the ESIA also canceled the contract and this has put further delays in the completion of the ESIA and ESMP. without an approved ESIA and ESMP all project activities dealing with community engagement had to be put on hold. The project was originally expected to run up to the end of 2023. however there has been delays in the project implementation (attributed to the COVID-19 pandemic and ESSP) which at Midterm review (June 2021) implementation and burn rated on the investment is still standing at about 33% of the allocated budget. This may have a large bearing on the project completion date.

**CO Programme Officer: Please include specific measures to manage the project's implementation performance**

*(not set or not applicable)*

**NCE RTA: Please include specific measures to manage the project's implementation performance.**

*(not set or not applicable)*

## E. Project Governance

<b>Dates of Project Steering Committee/Board Meetings during reporting period (1 July 2020 to 30 June 2021). Please also upload all meeting minutes using the FILE LIBRARY button.</b>
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2020-07-27
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2020-10-27
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## F. Ratings and Overall Assessments

Role	2021 Development Objective Progress Rating	2021 Implementation Progress Rating
UNDP-NCE Technical Adviser	<i>(not set or not applicable)</i>	<i>(not set or not applicable)</i>
UNDP Country Office Programme Officer	Moderately Unsatisfactory	Moderately Unsatisfactory

Role	2021 Overall Assessment
UNDP-NCE Technical Adviser	<i>(not set or not applicable)</i>
UNDP Country Office Programme Officer	<p>This is the third PIR of the project and it is granted a rating of Moderately Unsatisfactory (MU), based on the evidence presented. The rating indicates that implementation is not proceeding as planned and the project faces significant implementation setbacks. However, important to note is that the project is at mid term level and therefore opportunities still exist to improve progress through adaptive management. This was also a recommendation from the draft MTR report, which also identified several recommendations on how the project could improve performance.</p> <p>Project objective is to promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production. The PMU with support from the IPs have continued with preparatory work in effort to achieve the targets under this objective. Activities that are currently ongoing include the following: 1) the review of the National Antipoaching strategy which is expected to be complete by August 2021; 2) the Department of Wildlife and National Parks (DWNP) has established one inter-agency forum (National Anti-Poaching Committee (NAPC) which reports to the National Anti-Poaching Executive Committee (NAPEC) based at the headquarters of all the agencies (Gaborone). The NAC is supported by 3 district sub-committees based in Chobe, Ngamiland and Central district with the fourth one to be established in Kgalagadi in 2021. It is important to note that establishment of these structures was facilitated by the DWNP in an effort to operationalize the JOC and IDCs once fully equipped; 3) the Human-Wildlife Conflict Strategy (HWCS) was developed and completed in July 2020. There has been delays in the roll out of the HWC Strategy due to COVID-19 and further compounded by suspension of all community related project activities, pending the completion of the Environmental and Social Impact Assessment (ESIA).</p> <p>The project is also continuing support to set up the Joint Operations Centre and Intelligent Diffusion Centres (IDCs) following procurement of relevant equipment at the end of 2020. The equipment has been successfully installed at the JOC location in Gaborone while the equipment for the IDCs will be installed during the course of 2021. The installation process was delayed by Covid -19 travel restrictions. No change can be reported on the target under outcome 1 because the process of setting up the JOC has just been initiated. It is however, important to note that engagement with the IPs were held and strengthened during the reporting period in order to guarantee the participation of national and district government institutions. These</p>

arrangements are fundamental to the ownership and sustainability of the activities that are going to be implemented by the project. Several meetings have been held to establish the current vision of the National strategy on inter-agency collaboration and intelligence to combat Illegal Wildlife Trade and also to establish what is the contribution of the project to the vision. This was an attempt to validate the support required by the IP given that a lot has changed since project inception. A diagram that shows how the fora, JOC and IDCs are linked is attached for reference.

Outcome 1-Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade). Very limited progress was reported under this outcome during the reporting period. It is however, worth reporting that data rates of inspections or cases, seizures, arrests and successful prosecutions of wildlife cases exists at the DWNP, however is maintained as hard copies. The project is currently exploring the possibility of digitizing the database used to capture this data to be transcribed in order to get the data relevant to the targets under this indicator.

Outcome 2 - Number of additional people (f/m) benefiting from i) supply chains, ecotourism ventures ii) mainstreaming SLM practices in the communal areas . The project has not recorded any additional people benefiting from supply chains and or ecotourism ventures during the reporting period except for numbers reported under the BORAVAST Charcoal production reported in the previous year. The initiative was identified as a management strategy to address the challenges presented by Prosopis-an invasive alien species causing economic and environmental harm in arid and semi-arid areas if not managed. The BORAVAST Community Trust is using Prosopis for charcoal and fodder production in an effort to bring the weed under control. This business venture gives the community an opportunity to turn a natural resource into an asset which benefits the communities through employment creation and income generation in the long term. The project in collaboration with the Department of Forestry and Range Resources (DFRR) and Local Enterprise Agency (LEA) conducted entrepreneurial and production training for 15 BORAVAST members (9 female/6 male) to spearhead the initiative. BORAVAST trust has also received additional support from Local Enterprise Agency (LEA) in the form of equipment (Trailers, fodder production equipment, chain saws and other accessories) which will support business operation of the charcoal and fodder production. LEA has also pledged support through payment of allowance for the producers for a period of three (3) months. A total of 20 people (8 males and 12 females) have been engaged. LEA will also hire a Manager for the three months period to oversee the day to day operations of the Trust activities. The approach to be adopted will ensure facilitation, empowerment, capacity development, behavioral change (Instilling a business mindset) and sustainable action in the long term.

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. During the period under review, the PMU, technical officers from Departments in the Ministry of Environment Natural Resources Conservation and Tourism (MENT) and the Ministry of Land Management Water and Sanitation Services (MLWS) continued discussions initiated in the previous year and revised the

work plan for the development of the Integrated Land Use Management Plan (ILUMP). A high level Minister's meeting was also held to discuss conserving the Kalahari landscape as an Integrated ecosystem. Discussions focused on some of the threats identified in the landscape and these include cattle farming, boreholes, de-zoning and infrastructure (roads and fences) which are believed to be contributing to fragmentation of wildlife habitats. some of the recommendations made to the Ministers in attendance included i) Negotiate decommissioning and/or careful management of existing boreholes within or near the corridors ii) Confine usage of boreholes to community members who hold the WMA leases and iii) Improve efficacy of existing communal grazing land.

As a prerequisite to the development of the ILUMP, the project facilitated training of 20 (9 female; 11 male) Districts' technical officers in the KGDEP Technical Reference Group (TRG) on Land Use Conflict Identification System (LUCIS); - a tool which will contribute to the identification of appropriate wildlife corridor areas during the development of the ILMP. Still under outcome 3, the Project in collaboration with the DFRR conducted firefighting training for two (2) villages in Kgalagadi North and three (3) Kgalagadi South. This has been an important activity since the project start date with several fire-fighting training workshops and several community fire awareness meetings having been held in both Kgalagadi and Ghanzi districts which resulted in 5 fire-fighting committees formed. These fire-fighting committees have also been supported with fire-fighting suppression tools. The project will monitor going forward and record the occurrence of fires in the project area in order to establish the impact of the support provided.

Outcome 4 - The Gender mainstreaming analysis study was undertaken and an action plan & strategy developed which is now guiding gender mainstreaming in the implementation of the project. The project through support from Department of Tourism, which has been identified by the IP to led implementation of the strategy will work with the Department of Gender Affairs to ensure training of the project Technical Reference Group and other relevant stakeholders on Gender Mainstreaming. The project through the support of the IP and the Department of Gender Affairs are working on finalizing a plan to roll out the strategy in the project area. at the beginning of 2021 The project has also managed to recruit a Gender, Communications and Monitoring and Evaluation (M&E) officer, responsible for implementing the Gender and Communications mainstreaming plans of the project, and developing relevant gender and communications tools, has been recruited and joined the PMU . The project is continuously ensuring that there is women participation in all projects activities and training. below are activities where there has been good effort in the engagement and empowerment of women

Overall the project is rated Moderately unsatisfactory because of the cumulative financial delivery which is at 32,02% at mid-term. Although the 2020 Annual Work Plan was well implemented with a financial delivery of 99% the low cumulative finance delivery indicates delays in project implementation which will require some adaptive management to set activities back on track to deliver the overall project targets. The Project supported by the CO is working very closely with the IPs and all involved stakeholders will implement some of the adaptive measures recommended by the MTR to accelerate progress and improve delivery during the remainder of the project life.

	<p>Important to note, is that COVID-19 travel restrictions and associated protocols have significantly affected some components particularly stakeholder engagements. The project has however, made efforts where possible to continue engaging with relevant stakeholders through virtual means and at time face to face in accordance with covid-19 protocols. The project has been advised to develop a detailed acceleration plan indicating measures that will be put in place to reach the targets before project end date.</p>
<p><b>Project Manager/Coordinator</b></p>	<p>There are minimal project activities that have taken place during the reporting period largely due to the impacts of COVID-19 pandemic and the necessary suspension of project activities pending the completion of the SESP, ESIA and ESMP. However there has been some good progress in the implementation of activities for the overall Objective, specifically with regards to:</p> <ul style="list-style-type: none"> <li>• the review and progress towards development of the NAS;</li> <li>• the development of the HWC Strategy;</li> <li>• the Development of the Kgalagadi District Bushfire Risk Management Plan; and</li> <li>• support to the BORAVAST Trust.</li> </ul> <p>The conclusion and approval of the NAS is expected to unlock and facilitate the implementation of other project activities under Component 1. As an action plan these will need to be discussed with the implementing partner (DWNP) and fast tracked as much as possible. It is envisaged that most of the activities can be implemented by the next PIR.</p> <p>Implementation of Component 2 was largely affected by the revision of the SESP, ESIA and development of the respective ESMP. There are however notable positive collaborations that have come on board from the Local stakeholders such LEA and BTO, which are expected to enhance capacity development and sustainability of the interventions, provided to the communities, beyond project life. Component 2 need an urgent evaluation, in terms of implementation modalities, to improve implementation of the project activities following the conclusion of the social and environmental safeguards process. There are opportunities to bring onboard NGOs (in discussion with the respective National IPS) as implementing partners which should facilitate fast project implementation. Though Component 3 is off track, there is currently active participation by the respective stakeholders in the development of the ILUM which will also guide the implementation of most project activities under this component including those under component 2. The engagement of the national authorities in the development of the ILUMP is part of capacity development of the affected stakeholders, and to ensure that all sectors affected are onboard. Component 4 is on track however there is still room for improvement in the communication and the KM and monitoring.</p> <p>Several recommendations of improving project implementation going forward are being recommended by the MTR Report therefore, more momentum will</p>

	need to be gained following recommendations from the MTR report. All parties involved in the implementation will be consulted on the final MTR report and the mitigations suggested and it is envisaged that this will inject a new energy into the project implementation. It is expected that an accelerated action plan will be developed and implemented as a matter of urgency.
<b>GEF Operational Focal point</b>	<i>(not set or not applicable)</i>
<b>Project Implementing Partner</b>	<i>(not set or not applicable)</i>
<b>Other Partners</b>	<i>(not set or not applicable)</i>

## G. Gender

### Progress in Advancing Gender Equality and Women's Empowerment

<p><b>1) Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.</b></p>
<p><i>(not set or not applicable)</i></p>
<p><b>Gender Analysis and Action Plan:</b> <a href="#">Botswana 5 Year Gender Workplan Action Plan .docx</a>  <b>Gender Analysis and Action Plan:</b> <a href="#">Botswana Gender Assessment and Mainstreaming Strategy Submission Final.docx</a>  <b>Gender Analysis and Action Plan:</b> <a href="#">Gender Mainstreaming Monitoring System Final.docx</a></p>
<p><b>Atlas Gender Marker Rating</b></p>
<p><b>GEN2:</b> gender equality as significant objective</p>
<p><b>2) Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):</b></p>
<p>Contributing to closing gender gaps in access to and control over resources: Yes</p>
<p>Improving the participation and decision-making of women in natural resource governance: Yes</p>
<p>Targeting socio-economic benefits and services for women: Yes</p>
<p>Not applicable: No</p>
<p><b>3) Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.</b></p>
<p><b>Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.</b></p>
<p>Under component 4, the project developed a gender mainstreaming strategy to ensure an adequate gender balance cross all project activities. The project has also ensured that project staff are adequately trained in gender issues therefore a designated gender focal person has been employed to support and monitor the gender mainstreaming strategy. National strategies and stakeholders are also involved in issues of gender relating to the project, as such the project is continuously ensuring that there is women participation in all projects activities and training. below are activities where there has been good effort in the engagement and empowerment of women:</p> <p>1) Currently for the BORAVAST community Trust women are engaged in the charcoal production teams which is made of two (2) males and three (3) females in each of the four villages making a total of 12 females and 8 males.</p> <p>2) BORAVAST TRUST Charcoal production training- 9 females and 6 males ,</p> <p>3) Governance training for GH10- 6 females and 6 males ,</p>

4) Bush fire management training in Kgalagadi South -21 females and 27 males

**4) Please describe how work to advance gender equality and women's empowerment enhanced the project's environmental and/or resilience outcomes.**

Most of the households in the villages are headed by women while man migrate to urban areas for formal employment. The project activities are therefore more likely to directly affect women who are left with the responsibility of running the households. Through the project goals of improving human-wildlife interface, reducing wildlife Conflict, land use conflict, and wildlife crime women stand to benefit from their participation in the project activities and create a sense of belonging, ownership and protection of the wildlife resources. It is still early stages to ascertain the impact the project has had on the communities where women have been engaged in the different project activities. However In most communities, women do not migrate to urban area as much as man. The engagement and capacity development , through training, of women in the project areas is expected to ascertain that there will always be a workforce that is motivated and has the right capacity to continue with the project even after the project support has ceased. The incentives received from the project help the women to support their households therefore this will assure continued support to the projects thus creating resilience and sustainability of the project initiatives.

## H. Risk Management

### A) Review of Risks outlined in Risk Register and PIMS+ risk tab

<p><b>NCE RTA:</b></p> <p>Please provide an assessment of project risk management (including risks reported in Risk Register and risks included in the project's risk tab in PIMS+ ) undertaken in the reporting period and summarize the key risk management measures to be taken in the coming year. This text will be pulled into the risk management action plan in this project's risk tab in PIMS+.</p>
<p><i>(not set or not applicable)</i></p>

### B) Social and Environmental Standards (Safeguards) Risks

<p><b>1) Have any new social and/or environmental risks been identified during the reporting period?</b></p>
<p>Yes</p>
<p><b>If any new social and/or environmental risks have been identified during the reporting period please describe the new risk(s) and the response to it.</b></p>
<p>There was realization that the SESP was not adequately done during the project design therefore an additional SESP is being instituted and an ESIA will be undertaken and finally the ESMP will be developed after obtaining Free, Prior and Informed Consent (FPIC) from the respective communities. This is done particularly to mitigate any issues that may arise during engagement with communities, which include members of the San (who fit the international definition of indigenous peoples). A specialist has therefore been engaged to develop environmental and social safeguards instruments for the project. The Safeguards consultant will thus develop an ESIA and the respective ESMP which is required to be completed before any more work on the activities affecting the communities can take place. The consultant will also secure Free, Prior and Informed Consent (FPIC) through appropriate consultations and will provide safeguards training to project staff and all other relevant persons and stakeholders.</p> <p>As a result, all project activities dealing with the engagement of the communities in the selected project areas have been put to a halt until the ESIA and ESMP are in place to ensure there is minimal risk and remedial measures in place. The process of completion of the ESIA and ESMP is affected by the restriction in movement due to COVID-19 protocols but a local consultant is to be engaged to facilitate the necessary field consultations.</p>
<p><b>2) Have any existing social and/or environmental risks become more severe and/or has the project's SESP categorization changed during the reporting period? For example, when a low risk increased to moderate, or a moderate risk increased to high.</b></p>
<p>Yes</p>
<p><b>If any existing social and/or environmental risks have become more severe and/or if the project's SESP categorization has changed during implementation please describe the change(s) and the response to it.</b></p>
<p>Component 2 and component 3 of the project are likely to affect access to resource use (grazing land) which the communities have been using for livestock farming, and gathering of veld products.</p>

Therefore the activities of the Integrated Land Use Management Plan (ILUMP) development and implementation could have negative effects on the access to resources and possible rights which they could have now been accustomed to. Land use zoning for conservation as well as for ecotourism projects could also possibly have negative impacts on the affected communities by removing or limiting access to resources.

Noting that the previous SESP was not comprehensive enough, as noted above, a consultant has been engaged to undertake a fresh SESP and develop an ESIA and well as an ESMP which are currently being drafted. As such most activities of component 2 and 3 have been suspended until such time the development of the environmental and social safeguard tools is completed and the tools approved.

**3) Have any social and environmental assessments and/or management plans been prepared or updated, and/or has the SESP been updated in the reporting period, as required? For example, an updated Stakeholder Engagement Plan, Environmental and Social Impact Assessment (ESIA) or Indigenous Peoples Plan.**

Yes

**If yes, please upload the document(s) above using the FILE LIBRARY button. If no, please explain when the required documents will be prepared.**

These are currently in draft format. They are yet to go through the review processes, internally by the counterparts, and with the affected communities before that can be shared. The consultation with the affected communities and securing their Free, Prior and Informed Consent, is currently pending due to the outstanding contracting of a local consultant after the previously engaged consultant withdrew.

**4) Has the project received complaints related to social and/or environmental impacts (actual or potential ) during the reporting period?**

No

**If yes, please describe the complaint(s) or grievance(s) in detail including the status, significance, who was involved and what action was taken.**

*(not set or not applicable)*

**5) Is the preparation and./or implementation of the project's safeguards management plan(s) on track, including monitoring?**

No

**If no, please explain:**

The safeguard management plan is yet to be developed following the completion of the drafting and review of the ESIA. Due to restrictions in movement due to COVID-19, as well as cancelation of the previously engaged local consultant, there has been delays in the conclusion of the field consultations to determine exact project activities which will guide in the finalization of the ESIA as well as the ESMP and securing Free, Prior and Informed Consent.

There are plans to quickly engaged a local consultant to finalize the field consultations, and the subsequent ESMP .

## I. Knowledge Management & Communications

The **Project Manager** must complete the three questions below.

<p><b>1) Please provide progress on the implementation of the project's Knowledge Management approach approved at CEO Endorsement/Approval. If there is no KM approach/strategy, please comment on how the project is capturing and disseminating best practices and lessons learned.</b></p>
<p>As captured earlier, 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.</p> <p>It also worth noting that the project is yet to develop a communication strategy and as an interim the Department of Wildlife and National Parks communication strategy has been the key guiding document.</p>
<p><b>CEO Endorsement Request:</b> <a href="#">PIMS 5590 Botswana GEF 6 CEO addressing US Council Member 25 May 2017.docx</a></p>
<p><b>2) Please provide URLs specific to this project in the relevant field below. Please categorize the URLs appropriately (for example: project websites, social media sites, media coverage, etc.)</b></p>
<p>Some of the project success stories and activities continue to be captured in local newspapers (print media) such as the Botswana Daily News (Government Media) and The Sunday Standard (Private Media); - and of recent some interventions have been in the Botswana Daily News. Broadcast media has also aired some of the project success stories such as the launch of the BORAVAST Charcoal production project on 28th July 2020 and the national broadcaster (Radio Botswana) had interviews with the project IPs on some of the project initiatives.</p> <p>The project regularly publishes articles on the UNDP Botswana website, Facebook and twitter page : <a href="https://www.facebook.com/pages/category/Nonprofit-Organization/UNDP-Botswana-324693204725010/">https://www.facebook.com/pages/category/Nonprofit-Organization/UNDP-Botswana-324693204725010/</a></p> <p>There has been positive responses on these articles and the success stories which at time, have been escalated to WhatsApp groups. Our external stakeholders and the general public have commented and acknowledged these developments as per the articles.</p> <p>Links to some of the project articles:</p> <p><a href="https://www.bw.undp.org/content/botswana/en/home/presscenter/articles/2019/undp-helps-communities-in-kgalagadi-district-derive-value-out-of.html">https://www.bw.undp.org/content/botswana/en/home/presscenter/articles/2019/undp-helps-communities-in-kgalagadi-district-derive-value-out-of.html</a></p> <p><a href="https://www.bw.undp.org/content/botswana/en/home/presscenter/articles/2019/world-day-to-combat-desertification-and-drought-2020.html">https://www.bw.undp.org/content/botswana/en/home/presscenter/articles/2019/world-day-to-combat-desertification-and-drought-2020.html</a></p> <p><a href="https://www.bw.undp.org/content/botswana/en/home/presscenter/articles/2019/the-second-basic-bushfire-training-for-first-responders--communi.html">https://www.bw.undp.org/content/botswana/en/home/presscenter/articles/2019/the-second-basic-bushfire-training-for-first-responders--communi.html</a></p>

<https://www.bw.undp.org/content/botswana/en/home/presscenter/articles/2019/kalahari-landscape-tour-to-guide-plans-to-lower-competition-betw.html>

<https://www.bw.undp.org/content/botswana/en/home/presscenter/articles/2019/event-to-launch-informal-sector-recovery-plan.html>

**3) In the PIR platform, please upload any supporting files, including the project's Communications Strategy, photos, videos, stories and other communication/knowledge materials.**

[DWNP PUBLIC AWARENESS STRATEGY-FINAL.pdf](#)

## J. Stakeholder Engagement

**(A) Provide an update on progress, challenges and outcomes related to stakeholder engagement based on the description in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval.**

**(B) Upload all available documentation of the project's stakeholder engagement, including surveys, FPIC reports and others using the FILE LIBRARY button in the upper right corner of the PIR.**

**(C) If the project's Stakeholder Engagement Plan has been updated during the reporting period, please upload that file using the FILE LIBRARY button above.**

The stakeholder engagement has been affected by the COVID-19 Pandemic and the development of the revised SESP process, however before the suspension of all activities related to community engagement a stakeholder consultation exercise was undertaken with some communities in Kgalagadi North and Ghanzi to conduct community consultations on potential sustainable livelihood ventures for support under component 2 of the project. since then there has been no activity with the community stakeholders.

The SESP, ESIA, SEMP, FPIC are yet to be finalised.

**CEO Endorsement Request:** [PIMS 5590 Botswana GEF 6 CEO addressing US Council Member 25 May 2017.docx](#)

**Stakeholder consultation and engagement plan:** *not available*

**Stakeholder engagement plan (Annex):** *not available*

## K. Annex - Ratings Definitions

### Development Objective Progress Ratings Definitions

(HS) Highly Satisfactory: Project is on track to exceed its end-of-project targets, and is likely to achieve transformational change by project closure. The project can be presented as 'outstanding practice'.

(S) Satisfactory: Project is on track to fully achieve its end-of-project targets by project closure. The project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Project is on track to achieve its end-of-project targets by project closure with minor shortcomings only.

(MU) Moderately Unsatisfactory: Project is off track and is expected to partially achieve its end-of-project targets by project closure with significant shortcomings. Project results might be fully achieved by project closure if adaptive management is undertaken immediately.

(U) Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets by project closure. Project results might be partially achieved by project closure if major adaptive management is undertaken immediately.

(HU) Highly Unsatisfactory: Project is off track and is not expected to achieve its end-of-project targets without major restructuring.

### Implementation Progress Ratings Definitions

(HS) Highly Satisfactory: Implementation is exceeding expectations. Cumulative financial delivery, timing of key implementation milestones, and risk management are fully on track. The project is managed extremely efficiently and effectively. The implementation of the project can be presented as 'outstanding practice'.

(S) Satisfactory: Implementation is proceeding as planned. Cumulative financial delivery, timing of key implementation milestones, and risk management are on track. The project is managed efficiently and effectively. The implementation of the project can be presented as 'good practice'.

(MS) Moderately Satisfactory: Implementation is proceeding as planned with minor deviations. Cumulative financial delivery and management of risks are mostly on track, with minor delays. The project is managed well.

(MU) Moderately Unsatisfactory: Implementation is not proceeding as planned and faces significant implementation issues. Implementation progress could be improved if adaptive management is undertaken immediately. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are significantly off track. The project is not fully or well supported.

(U) Unsatisfactory: Implementation is not proceeding as planned and faces major implementation issues and restructuring may be necessary. Cumulative financial delivery, timing of key implementation milestones, and/or management of critical risks are off track with major issues and/or concerns. The project is not fully or well supported.

(HU) Highly Unsatisfactory: Implementation is seriously under performing and major restructuring is required. Cumulative financial delivery, timing of key implementation milestones (e.g. start of activities), and management of critical risks are severely off track with severe issues and/or concerns. The project is not effectively or efficiently supported.