



**THE GOVERNMENT OF BOTSWANA AND UNDP BOTSWANA
COOPERATION:
UNDP Country Energy and Environment Programme 2003-
2007**

MID TERM REVIEW

MAY 2006

PETER P. ZHOU¹

¹ EECG Consultants Pty Ltd; Box 402339; Gaborone, Botswana; pzhou@global.bw

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS	iii
EXECUTIVE SUMMARY	v
1. INTRODUCTION.....	1
1.1 Relevance to Country Cooperation Framework	1
1.2.Objective of the Mid Term Review of the Project(s)	3
1.2.1 Overall Mid Term Review Objective	3
1.2.2 Subject matter of the Report	4
2. INDIVIDUAL PROJECT REVIEWS	6
2.1 Framework and Strategies for Sustainable Development	6
2.1.1 Climate Change Enabling Activity and Second National Communication to UNFCCC.....	6
2.1.2 Biodiversity Enabling Activity (BEA).....	8
2.1.3 Environment Support Programme	10
2.1.5 National Capacity Self Assessment	12
2.1.6 United Nations Convention on Combating Desertification	14
2.2 Effective Water Governance	15
2.2.1 Integrated Water Resources Management	15
2.3 Access to Sustainable Energy Services	17
2.3.1 Photovoltaic Energy (PV)	17
2.3.2 Non Motorized Transport (NMT).....	21
2.4 Sustainable land management to combat desertification (SLM),	22
2.4.1 Management of Indigenous Vegetation for the Rehabilitation of Degraded rangelands	23
2.5 Conservation and sustainable use of biodiversity (COSUB)	27
2.5.1 Southern Africa Biodiversity Support Programme.....	27
2.5.2 Building local capacity for conservation and sustainable use of biodiversity in the Okavango Delta.....	30
2.6 NGO Perspectives	33
2.7 GEF Small Grant Project	34
3.0 OVERVIEW FINDINGS.....	37
4.0 CHALLENGES AND CONSTRAINTS	43
5.0 KEY LESSONS AND RECOMMENDATIONS.....	44
ANNEX 1 List of Projects Under the Energy and Environment Country Programme	46
Annex 2: Data Collection Template	49
Annex 3 List of Interviewees	50
ANNEX 4. Projects Budget 2004 to 2006	52

ABBREVIATIONS AND ACRONYMS

ABS	-Access and Benefit Sharing
ASES	-Access to Sustainable Energy Services
BD	-Biodiversity
BEA	-Biodiversity Enabling Activity
BEDIA	-Botswana Export Development and Investment Authority
BOCCIM	-Botswana Chamber of Commerce, Industry and Manpower
BPC	-Botswana Power Corporation
BSAP	-Botswana Strategic Action Plan (biodiversity)
CBD	-Convention on Biodiversity
CBO	-Community Based Organizations
CBNRM	-Community Based Natural Resources Management
CC	-Climate Change
CCA	-Common Country Assessment
CCD	-Convention on Combating Desertification
CHM	-Clearing House Mechanism
COMBIO	-Communicating Biodiversity
COSUB	-Conservation and Sustainable Use of Biodiversity (Okavango Delta)
CSU	-Community Service Unit
CTA	-Chief Technical Advisor
DEA	-Department of Environmental Affairs
DFRR	-Department of Forestry and Range Resources.
DMS	-Department of Meteorological Services
EAD	-Energy Affairs Division
EE	-Energy and Environment
ESP	-Environment Support Programme
EWG	-Effective Water Governance
FSSD	-Frameworks and Strategies for Sustainable Development
GCC	-Gaborone City Council
GEF	-Global Environmental Facility
GEF SGP	-GEF Small Grants Programme
GHG	-Green House Gas
GIS	-Geographical Information System
HATAB	-Hotel and Tourism Association of Botswana
HOORC	-Harry Openhiemer Okavango Research Centre
HW	-Hazardous Waste
IA	-Implementing Agency
IAS	-Invasive Alien Species
IUCN	-International Union of Natural Resources Conservation
IVP	-Indigenous Vegetation Project
IWRM	-Integrated Water Resources Management
JICA	-Japan International Cooperation Agency
KCS	-Kalahari Conservation Society
LPG	-Liquid Petroleum Gas
MDGs	-Millennium Development Goals

MEA	-Multilateral Environment Agreements
MFDP	-Ministry of Finance and Development Planning
MLG	-Ministry of Local Government
MoA	-Ministry of Agriculture
MOU	-Memorandum of Understanding
MSP	-Medium Sized Project
MTR	-Mid Term Review
MWET	-Ministry of Wild Life, Environment and Tourism
NAP	-National Action Plan (under UNCCD)
NCSA	-National Capacity Self-Assessment
NCCC	-National Climate Change Committee
NDP	-National development Plan
NGO	-Non Government Organization
NMT	-Non Motorized Transport
ODMP	-Okavango Delta Management Plan
ODS	-Ozone Depleting Substances
OkaCom	-Okavango river-basin Commission
ORC	-Okavango Research Centre
PADELIA	-Partnership for Development of Environmental Law and Institutions in Africa
PCB	-Polychlorinated Bi-Phenyl
PDF	-Project Development Facility
PIU	-Project Implementation Unit
POP	-Persistent Organic Pollutant
PSC	-Programme/project Steering Committee
PSD	-Programme Support Document
PV	-Photovoltaic
SABSP	-Southern Africa Biodiversity Support Programme
SADC	-Southern African Development Community
SLM	-Sustainable Land Management
SNC	-Second National Communication
UNCCD	-United Nations Convention for Combating Desertification
UNDAF	-United Nations Development Assistance Framework
UNDP	-United Nations Development Programme
UNEP	-United Nations Environment Programme
UNFCCC	-United Nations Framework Convention on Climate Change
VDC	-Village Development Committee
VPR&D	-Veld Products Research and Development

EXECUTIVE SUMMARY

The Botswana Environment Programme (2003-2007) is a response to the Common Country Assessment (CCA, 2001) that is addressing environmental concerns in the following areas.

1. Rangeland degradation
2. Water depletion
3. Overuse of woodlands and veld products
4. Pressure on wildlife
5. Pollution, waste and sanitation
6. Climate change

Under the UN Development Assistance Framework (UNDAF) environment is contained in the goal “*to support Botswana to achieve sustainable economic growth and development by 2016*”. In the Botswana Government-UNDP environment programme this goal is translated in relation to the environment as - *to assist Botswana fulfill its obligations under global and regional agreements.*

There are therefore a number of programmes and projects being undertaken under this framework and these programmes and projects² are grouped under six strategic areas namely: *Frameworks and Strategies for sustainable development, effective water governance, access to sustainable energy services, sustainable land management to combat desertification, conservation and sustainable use of biodiversity and Policy and Planning to control emissions of ozone depleting substances and persistent pollutants.*

The programmes and projects were selected from these strategic areas for this Mid Term Review (MTR) and stakeholders have provided inputs that constitute the key findings presented below that are aligned to the agreed Terms of Reference.

KEY FINDINGS

RELEVANCE OF UNDP EE PROJECTS TOWARDS CCA AND UNDAF

Finding

- The project interventions being undertaken are relevant to addressing environmental concerns identified in the CCA that include rangeland degradation (UNCCD, IVP, SLM), Water depletion (IWRM), Overuse of woodlands and veld products (CBD, COSUB, IVP, GEF SGP), pressure on wild life (CBD, COSUB), pollution, waste and sanitation (POPS) and climate change (CC-EA, GEF SGP; PV and NMT). There is also a significant contribution to meeting global (CC-

² Details of these programmes and projects are in the Environment Annex.

EA, CBD/BEA, UNCCC, POPS, GEF SGP) and Regional obligations (IWRM, SABSP).

Recommendation Whilst the spread of projects is commendable both UNDP CO and Government Implementation Partners should speed up the rate of delivery so as to realize the actual contribution to results expected under CCA and UNDAF.

PROGRESS TOWARDS OUTPUTS AND OUTCOMES

Findings

- A number of outputs have been registered for those projects that have progressed, namely the SABSP, IVP, BEA, CC-EA.
 - The SABSP has produced a Regional Biodiversity Strategy (from the National Biodiversity Strategy & Action Plan documents of the participating countries) and a roster of national experts on Access & Benefit Sharing and Alien Invasive Species. SABSP is due to produce a database of centres of excellence but that is still to be achieved.
 - The IVP project has registered 3 Community Based Organizations in Kgalagadi, Boteti and Kweneng Districts and has drafted exemplary land use and range resources management plans for two of the CBOs. The CBOs are registered legal entities and one has already qualified for GEF-SGP funding.
 - The BEA has produced the BASP and the 3rd National Communication for the CBD. The EA is due to develop a Clearing House Mechanism..
 - The Climate Change Enabling Activity has produced a Technology Needs Assessment report and a website (www.weather.info.bw) but capacity constraints (role clarity and accountability) limit its regular update. The CC-EA is due to produce its 2nd national communication and there are some outstanding outputs from Phase 1 that include establishing a system of news and events to create awareness on climate change issues. Although the activities under UNCCD started before 2003, under the current programme, the revision of the national Action Plan is outstanding from 2004.
 - The Communicating Biodiversity (COMBIO) project that was reviewed has delivered the communicating tools that include DVDs, videotapes, booklets and posters. They have also supported community projects e.g. the one that makes sweets from morula fruits. What is apparent is that such community projects require protracted business management support and adequate capital layout at the start of projects. Removing barriers in terms of knowledge support is not adequate.

- Other projects reviewed (COSUB, SLM, PV, NMT, NCSA, IWRM, and ESP) are at the mobilization stage and therefore would not present any significant outputs at this stage.
- In projects that have advanced in implementation including those that are of a regional nature, Botswana has performed well compared to other countries and this is attributed to the strong government support in committing co-financing resources (human, equipment and financial).

Recommendations

1. Projects that have undergone MTR such as the IVP have to redirect those aspects that require amendments in the remaining period of the country programme or devise follow-on activities for the next country programme.
2. Outputs so far are minimal as also reflected by the expenditure levels and yet the country programme is coming to a close in about 2 years, so project implementers have an option to multitask some of their activities in order to realize meaningful results at the end of the country programme. Implementing partners and their project teams have to put sufficient effort to ensure delivery of results, in good time and to utilize effectively the allocated resources.
3. UNDP expects lessons from the projects that can be replicated and inform policy and not just business-as-usual type projects, so implementing partners are expected to integrate learning into their implementation of projects
4. A more protracted approach is required covering all aspects of building community projects to be sustainable e.g. through programme approach.

OPERATIONAL PERFORMANCE

Finding

- There have been delays in providing appropriate documentation (such as co-financing letters) to conclude project formulation, and in starting implementation (attributed to personnel recruiting procedures). Other delays are attributed to procedures in disbursement of funds particularly at the early stages of project implementation. The result of the delays is that most of the projects are running behind schedule and some have to be implemented in a shorter period, which may limit the quality of the results achieved. An example is the Environment Support Programme, which was planned to cover for 5 years, but will now be implemented in 3 years. The other projects will extend their life span beyond the programme end date of 2007 e.g. the biodiversity conservation project in the Okavango Delta, NMT, IWRM, SLM and PV.

- Capacity remains a constraint in project implementation. UNDP has indicated that projects are moving rather slowly attributing that to (i) low oversight capacity within UNDP and (ii) low capacity for implementation at implementing partners, and (iii) low oversight capacity over Project Implementation Units.

Recommendations

1. In such events of delays in starting projects, a combination of multitasking and developing follow-on activities beyond the current country programme is recommended.
2. Capacity assessment for Implementing Partners should be an important part of Project Formulation and the design of Management Arrangements thus ensuring that capacity gaps are genuinely noted and addressed through a risk-management plan.

STRATEGIES EMPLOYED

Finding

- The projects that are due to start implementation have received extensive consultations from key stakeholders and their designs have been agreed upon. This investment should enhance their smooth and effective implementation.
- Some of the projects have benefited from UNDP's global networks to enhance their understanding and knowledge of best practices in specific areas. A notable example is the Environmental Information Management System currently developed through the ESP following extensive consultation with Mauritius Ministry of Environment.

Recommendation. UNDP CO could assist project Implementing Partners on availability and access to relevant best practices for the different projects.

PRACTICES IN DELIVERY OF OUTPUTS

Finding

- Assessment of project progress and inputs from EE Office indicate that projects that are executed by NGO (NGOEX) have the highest delivery rates. These are then followed by those implemented through dedicated project teams (NEX), wherein the processes of reporting and the effectiveness of engaging with stakeholders are more effective. The lowest delivery rates were within projects implemented by government (NEX) full time staff. UN Agency implementation had been problematic due to lack of clarity within Operations staff on cash-

transfers between UN agencies, where in one project, it took more than 3 months before it could be resolved how the funds should be made available to the project. Although Direct Execution (DEX) may be desirable, it would not be the efficient route under the current under-resourced Project Assurance and Oversight functions.

Recommendation

Whilst NEX implemented by Government has a role and builds opportunities for assimilation and propagation of project outcomes, there is underutilized potential to engage NGOs in results delivery. UNDP and GoB need to explore project areas where NGOs have comparative advantage to deliver.

PROJECTS SYNERGIES AND CROSS CUTTING ISSUES

Findings

- There is ample cross-sectoral synergy of the projects being undertaken in the current EE component of the country programme but the potential for cross-fertilization exists. Examples of projects that have synergy are the UNCCD and SLM activities; the ESP, NCA and other capacity strengthening initiatives under the various projects; and the IWRM and COSUB.
- Gender issues have been taken into consideration to ensure equitable involvement of both men and women in implementation of and benefit-acquisition from the project impacts. However gender does not seem to be mainstreamed at the project design stages.

Recommendation

Both UNDP EE office and Implementing Partners need to explore projects that can cross-fertilize each other for realization of optimum results.

MANAGEMENT SUPPORT OF COUNTRY OFFICE

Findings

- On the overall, the UNDP Energy & Environment Unit was hailed as proactive, effective and very supportive. However the previous high staff turnover in UNDP programme office was said to have contributed to delays and poor efficiency with which some projects have started. There now appears to be general satisfaction that there is stability and good cooperation with UNDP. The concern, which is pointed out by local stakeholders and the Regional Service Centre is that the Energy & Environment Programme Office is under-resourced and staffing modalities (Junior Professional Officers) is not sustainable.

- Implementing Partners within government have indicated the need for UNDP to make adequate consultations with government partners where decisions on projects are made. An example was cited of recruitment of a Team Leader for a Project Implementation Unit where appointment through UNDP was made without adequate government partner full approval.

Recommendations

1. UNDP and Government partners should define clearly issues that they need regular consultations on and which ones can be agreed quarterly or annually.
2. UNDP should explain UN procedures to the Government implementing partners particularly UNDP cost-recovery charges on projects, and how the project managers should relate with national project directors/.

RESOURCE UTILIZATION AND APPROACHES

Findings

- The proportions of the budgets spent shows that projects have not effectively utilized the allocated resources. The budget/expenditure analysis indicates that most projects are utilizing less funds than planned for and therefore may not be delivering the right amounts of quality of outputs. For instance, in Environment Support Programme, 28.2% was spent in 2004, 35.7% in 2005 and 11% over a 40% time-window of 2006.
- All the grant funds allocated to the GEF SGP in 2005 were committed to projects indicating that resources are being utilized in community projects
- Partners see great value in the current UNDP system of financial and results management as they have experienced it through their own projects. They find it regrettable that it was not introduced formerly through their parent Ministries. UNDP staff took a long time to gain minimum proficiency, during which time projects suffered and financial reporting was inconsistent. All project teams interviewed expressed, without exception, a need to be exposed to the new ATLAS system mainly through training on the use of ATLAS. UNDP EE Office also believes that this will improve on efficiency of executing financial transactions.

Recommendations

1. UNDP should brief government high-level structures on the current systems of Financial and Results Management through the CEDAR project of which ATLAS is only a part.

LINKAGES AND PARTNERSHIPS

Findings

- The NGOs consulted felt that while they are engaged in some of the projects, they are not seen as direct implementers in these activities. They have adequate representation in the steering committees and technical advisory roles but would also want to be consulted to deliver the results. NGO/CBO organizations have comparative advantage in delivery of results as indicated by the performance of NGOEX as compared to NEX managed projects. Another expression made by the civil society is that developing large proposals is costly and there should be consideration to make available resources for project development. There was also a suggestion to increase GEF PDF resources so that project development can be given sufficient time.
- The Regional Service Center in Pretoria expressed great satisfaction about how the Energy & Environment component of the Country Programme is run, particularly in relation to GEF supported projects. They however raised concerns that project oversight funds were not fully invested in project oversight functions of UNDP but in general management overheads (Extra-budgetary budget).
- RSC Pretoria has made a suggestion to the UNDP CO to explore possibility of synergizing GEF portfolio and country environment programme in order to achieve a more significant impact. GEF supports discrete projects but synergies are realized e.g. in some of the country projects supported by GEF e.g. IWRM and Okavango Delta biodiversity project with the ESP.

Recommendation UNDP is requested to look at a strategy to explore that possibility of restructuring the ESP to be an umbrella programme directing development and monitoring results for various projects including those under GEF, and at-the-least providing support for project design on areas requiring attention (as spelt out in the CCA).

1. INTRODUCTION

1.1 Relevance to Country Cooperation Framework

The programme under review falls within the five of the UNDP Multi-year Funding Framework practice areas, in particular the one on *Energy and Environment for sustainable Development*.

The formulation of the Botswana environment programme (similar to the other sectors being reviewed in this Mid Term Review) was guided by the Common Country Assessment published in 2001 that spells out Botswana's development objectives as stipulated in the Vision 2016 and the National development Plans, in this case of the 2003-2007 Country programme, NDP9. The CCA also embodies the demands of the MDGs and other commitments of international nature.

The CCA (2001) has focused on providing responses to the following environmental concerns

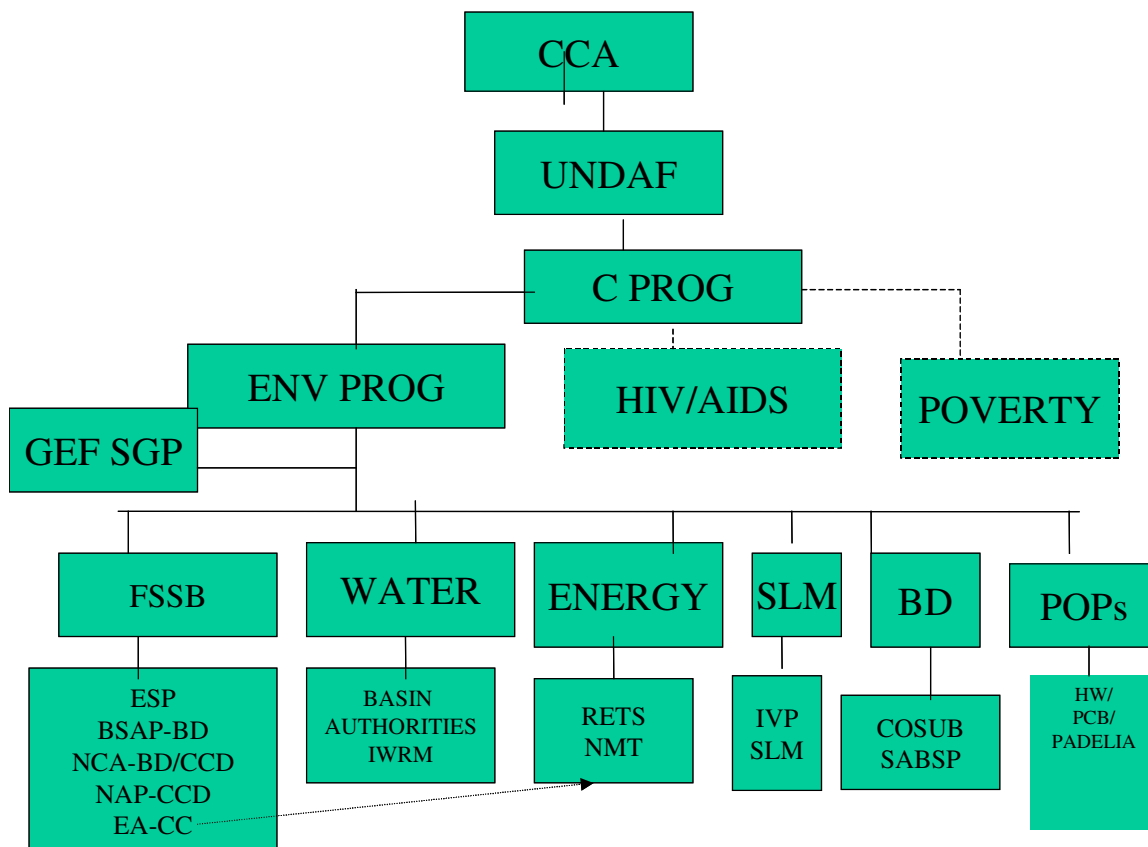
- Rangeland degradation
- Water depletion
- Overuse of woodlands and veld products
- Pressure on wildlife
- Pollution, waste and sanitation
- Climate change

The response actions mentioned in the context of the CCA are primarily aimed at developing and strengthening

- Policies and legislation
- International agreements
- Institutions and partnerships
- Capacity and awareness

The UN Development Assistance Framework (UNDAF) has a goal related to the environment that is “*to support Botswana to achieve sustainable economic growth and development by 2016*”

In the context of the UNDP Country programme 2003-2007, the above goal is translated in relation to the environment as - *to assist Botswana fulfill its obligations under global and regional agreements*



[LD1] Fig 1.1 Linkages of CCA, UNDAF and Environment Programme

CCA- Common Country Assessment; UNDAF- UN Development Assessment Framework; C PROG- Country Programme; ESP- Environment Support Programme; GEF SGP- Global Environmental Facility Small Grants Programme; CBD- Convention on Biodiversity; CC- Convention on Climate Change, CCD- Convention on Combating Desertification; SLM- Sustainable Land Management; BD- Biodiversity; HW/PCB Hazardous waste and PolyChlorinated Bi-Phenyls; PADELIA-Partnership for the Development of Environmental Law and Institutions in Africa; NCA- National Capacity Self-Assessment; NAP- National Action Programme; EA- Enabling Activity; IWRM- Integrated Water Resources Management; RETS- Renewable Energy Based Rural Electrification; NMT- Non Motorized Transport; IVP- Indigenous Veld Project; SABSP- Southern Africa Biodiversity Support Programme.

The Botswana Government- UNDP Environment Programme (2003-2007) has a number of programmes and projects being undertaken to meet global and regional obligations, and national development priorities. Fig 1.1 presents the framework under which the environment programme of Botswana is being undertaken. These programmes and projects³ are grouped under six strategic areas namely: *Frameworks and Strategies for sustainable development (FSSD)*, *effective water governance (EWG)*, *access to*

³ Details of these programmes and projects are in Annex 1.

sustainable energy services (ASES), sustainable land management to combat desertification (SLM), conservation and sustainable use of biodiversity (COSUB) and Policy and Planning to control emissions of ozone depleting substances and persistent pollutants (POPS). In addition to this lot are the projects supported under the Global Environmental Facility Small Grants Programme (GEFSGP).

Under FSSD are the Environment Support Programme (ESP), Partnership for the Development of Environmental law and Institutions in Africa (PADELIA), the convention on Biological Diversity (CBD), United Nations Convention on Combating Desertification (UNCCD) and United Nations Framework Convention on Climate Change (UNFCCC). Under global conventions, the Botswana Government-UNDP environment programme supports the development of the Botswana Strategic Action Plan under biodiversity, the National Capacity Self Assessment for all Multi-Environment Agreements (MEA i.e. BD, CCD & CC), the national action plan under CCD and Enabling Activities leading to development of national communications under both BD and CC.

At regional level, the environment is supporting a Biodiversity Support Programme and water governance, PADELIA and HW/PCBs in which Botswana is a beneficiary.

Of importance to Botswana under the EWG is the newly developed project on Integrated Water Resources Management (IWRM) supported through GEF Trust funds. Formation of transboundary basin authorities also falls under this strategic area. Under ASES are the Renewable Energy-Based Rural Electrification Programme (PV) and the Non Motorized Transport (NMT) project. Both the Indigenous Vegetation Project (IVP) and the sustainable land management (land care policy) are within the SLM area. The capacity building for conservation of the Okavango Delta is the only project under COSUB. Projects on hazardous waste (HW) and Toxic Chemicals particularly Polychlorinated Bi-Phyls (PCB) are grouped under POPS. GEF SGP supports projects mostly community projects that fall within the five focal areas of climate change, biodiversity, desertification, ODS and international waters and POPS.

The GEF SGP has supported a number of community level projects on BD and CC and building partnership with communities and civil society.

These are the programmes and projects that are the subject of this Mid Term Review (MTR).

1.2.Objective of the Mid Term Review of the Project(s)

1.2.1 Overall Mid Term Review Objective

The purpose of this mid term review as per the agreed Terms of Reference is to:

- Assess the extent to which UNDP Country Programme, through relevant PSDs contributes towards the attainment of the objectives of UNDAF 2003-2007.

- Identify strategies employed in achieving programme outcomes and evaluate them for their efficiency, effectiveness and future utility
- Identify best (and worst) practices in producing outputs and enunciate experiences from using partnerships strategically
- Evaluate progress towards outcomes and outputs and their continued relevance to the country situation
- Assess the extent to which individual programmes are integrated with each other and cross-cutting issues especially gender are addressed in each of the programmes
- Assess the extent to which operational mechanisms and management structures of the country office can adequately and efficiently achieve programme delivery and implementation
- Evaluate Resource mobilization strategies and approaches used by the country office for efficiency and effectiveness
- Evaluate strategies linkages with the Regional Service Center for their effectiveness.

1.2.2 Subject matter of the Report

The Mid Term Review (MTR) is based on the project activities being undertaken under the Government of Botswana-UNDP Energy and Environment country programme (refer to Fig 1.1 and Annex 1 for total list). Table 1.1. below shows the Government partners, the Projects they are implementing and which Projects were selected for this MTR.

Table 1.1 Range of Projects supported under the Energy and Environment Programme

those selected for the MTR are marked by x

Partner Organizations	Project	Selected X
DEA	ESP	X
DEA	BEA/BSAP	X
DEA	SLM	X
DEA	UNCCD/NAP	X
DEA	NCA	X
DEA/IUCN/SADC	SABSP	X
DEA/AG	PADELIA	
DFRR	IVP	X
EAD	PV	X
GCC	NMT	X
DMS	CC-EA AND SNC	X
UB/HOORC	COSUB	X
VPR	GEF SGP	X
DWA	IWRM	X
UNEP projects	POPS	

The Projects selected are 13 out of 15 and have been selected based on their potential impacts to Botswana's national development, are managed by UNDP (as opposed to involvement of other IAs such as UNEP), funded by GEF/UNDP and Government of

Botswana. There is also a mixture of Projects managed by government teams (CC-EA; CBD, UNCCD/NAP) and dedicated project teams supported under UNDP (e.g. ESP, PV, IVP).

The review has targeted to meet the evaluation needs of all the key stakeholders (UNDP, Government, NGOs/CBOs; project managers and steering committees and hence the conclusions and recommendations where applicable are directed to these various stakeholders.

The aspects that the review has evaluated are:

1. Relevance and adequacy of projects design
2. Achievements so far as per targets,
3. Synergy with other initiatives
4. Any discrepancies and proposed remedy
5. Resource mobilization/management
6. Budget adequacy
7. Human capacity and enhancement opportunities
8. Project management capacity and enhancement opportunities
9. Gender perspectives with regard to involvement in project designs, implementation and management; and also with regard to the impact of the Projects.

The template that was used to gather data from stakeholders interviewed is presented in Annex 2.

The stakeholder consultations targeted government officials directly involved with Projects that are supported under the Government of Botswana- UNDP Energy and Environment country programme 2003-2007. The interviews also targeted project managers/Chief Technical Advisors and the staff working under them. UNDP Energy and Environment programme office gave their experience in running and coordinating the activities under the environment sector. NGOs/CBOs were consulted to give their view particularly in terms of impact of the projects being executed on national development and livelihoods. A field visit was made to one of the community projects supported under the GEF SGP to assess impact on livelihoods of the communities.

The list of stakeholders interviewed as part of this MTR is presented in Annex 3.

The following chapter presents results of each project in terms of the aspects provided above and from these results, an overall picture of the whole sector is built in a bottom up approach.

2. INDIVIDUAL PROJECT REVIEWS

The projects that were selected for this MTR (refer to Table 1.1) are reported below and each one under their strategic areas. The project reviews present project description, management arrangements, expected outputs, achievements so far and then findings and recommendations.

2.1 Framework and Strategies for Sustainable Development

2.1.1 Climate Change Enabling Activity and Second National Communication to UNFCCC

Description of the Project

The United Nations Framework Convention on Climate Change is supporting Botswana to identify, monitor and respond to impacts of climate change. These are aimed at increasing capacity within government for observation of weather phenomena, to support and build human capacity within the National Climate Change Committee (NCCC) and to promote the requisite awareness and action for managing the effects of climate change. Since February 1995, UNDP has provided support on behalf of GEF to the Department of Meteorological services totalling US\$ 450,000.

US\$ 15,000.00 was approved in January, 2005 to enable the DMS to prepare a detailed funding request of USD 405,000 for the preparation of the Second National Communication (SNC) to the UNFCCC. The funding proposal was approved by GEF and its project document was submitted to the government for signature.

Management Arrangements

The Department of Meteorological Services of the Ministry of Environment, Wild Life and Tourism is coordinating and managing the Enabling Botswana to fulfill its commitments under the UNFCCC. The DMS will source local capacity from the various disciplines to implement the work plan. The National Committee on Climate Change provides guidance to the Climate Change Secretariat and on policy issues.

Expected outputs

Activity Areas	Expected outputs
Identification and submission of technology needs	Technology transfer Capacity building to assess technology needs modalities to acquire and absorb them, design, evaluate and host projects
Capacity building for participation in systematic observation networks	Capacity building for participation in systematic climate observation network
Preparation of programs to address Climate Change	Improved capability of NTC in conducting analysis related to climate change Studies leading to the preparation of national programmes to address climate change

Achievements

The 1st UNFCCC National Communication was produced at the end of 2001. DMS has produced a report on Technology Needs for Botswana in 2004. Preparation of the SNC is starting now with formulation of Task groups to prepare the different components of the SNC.

There is however an outstanding output from the Phase I of the EA to do with producing awareness brief to high level policy makers.

Findings and Recommendations

- A concern was raised that UNDP charges from projects for their services but UNDP is not aware of such an amount that is to be deducted but believes that the DMS refers to the General Management Service fee that is budgeted and provided by GEF of 3% and is additional to the project funds. It is the Reviewer's opinion that project teams in government are not clear about what UNDP is charging for in projects so UNDP needs to explain its cost recovery charges to those project teams.
- Capacity remains an issue that need further support- both institutional and individual capacity. Whilst the EA had components of capacity building, effect of staff turnover and emergence of new issues in the UNFCCC, demand that capacity continues to be built. The Reviewer believes that capacity is required to develop climate change programs and support project development emanating from the Technology Needs assessment.
- On awareness outputs, some achievements have been made at district level but more effort is required to publicize climate change awareness to cabinet, parliament, and house of chiefs.
- The project staffs that are employed by government have a constraint of sharing time between their usual mandates and the projects and have to catch up with evolving issues under climate change. Additional staff numbers, specializations and quality skills of personnel are desirable including the creation of a dedicated unit to run the CC activities. A suggestion was also made to establishing a dedicated NCC Office as part of National Capacity Assessment initiative.
- The project team see the initiative on climate change as having synergy with all the other conventions particularly biodiversity, and combating desertification and recommend capacity building across government to see the synergy and hence use

resources effectively. There is synergy with objectives of the Environment Support Programme that is enhancing capacity for governance and for all multilateral environment agreements (MEAs) and with NCSA.

- DMS rates as satisfactory the support from UNDP Energy and Environment (EE) Office.
- On gender, there are 3 women out of 5 project team members. On involvement of consultants no special gender equality may have been achieved but women consultants are encouraged to apply for consultancy advertised.

2.1.2 Biodiversity Enabling Activity (BEA)

Description of the Project

This Enabling Activity (EA) is being undertaken within the Department of Environmental Affairs (DEA) and its objective is to facilitate the implementation of the Convention on Biological Diversity (CBD). A top-up funding proposal has been approved by the GEF Council to allow DEA to undertake a countrywide stakeholder consultation on human-capacity needs and gaps relating to management of biological resources (including the development of a Clearing House Mechanism (CHM)) and production of a third National Communication.

A proposal worth some US\$ 111,000 has been approved for completion of the CHM and production of the third National Communication. A Biodiversity Strategy & Action Plan has been concluded and it is ready for printing.

The project document for add-on activities was signed by the government in May, 2005 and implementation has started.

Management arrangements

This project is managed by a project team in the Environmental Research Division of the DEA.

Expected Outputs

Priority Areas	Expected outputs
Assessment of capacity needs for implementation of general measures for in-situ and ex situ conservation and sustainable use including national plans, strategies and legislation	Capacity building assessment report In situ and ex situ conservation and sustainable use capacity building plan
Assessment of capacity building needs in biodiversity monitoring programmes including taxonomy	Capacity assessment report Monitoring and evaluation and taxonomy capacity building action plan
Implementation of the Clearing House Mechanism capacity building for all sectors participating in the CHM	CHM gateway and nodes Metadata developed at the notes
Preparation of the 3 rd National report	A report with factual data based on indicators and substantive information

Achievements

The 3rd National Communication was finalized and submitted to the Secretariat of the CBD. A national Biodiversity Strategy & Action Plan (BSAP) was edited and printed in 2005. Additional resources for concluding the Clearing House mechanism and implementation of the BSAP were secured through the GEF.

Findings and Recommendations

- The project team under DEA in the Environment Research Division that was interviewed indicated that it has benefited from the faster system of recruiting consultants through UNDP (which is faster than doing it through government) but pointed to the past high staff turnover at UNDP that contributed to some delays in implementing the activities.
- The Project Team requires orientation on UNDP procedures as that impacts on how projects are running, in particular the changes in systems used, for example the new ATLAS system. With regard to that, the project team believes that not adequate warning is given when such changes occur in the UN system and it is suggested that government as a partner be alerted in good time on procedural changes that affects their projects.
- The issue of UNDP taking money for its cost recovery from each project was also questioned and this confirms the reviewer's assessment that project teams are generally not clear about certain UNDP procedures and service charges and the rationale for those charges. Money from this EA has been used to pay for audits of other Projects and that has not been remedied. The UNDP EE Office confirmed this. This was interpreted by DEA as if UNDP is moving funds across the projects, so UNDP should address such situations

- The other procedures that need elaboration to the government partners are related to timelines related to disbursement of funds. For instance there was mention of delays in disbursement for printing of BSAP report to share with stakeholders. This elaboration should include the limitations in terms of what caps exist on financial disbursements at a time. This came about because at one time DEA and also SABSP experienced limits to what they could get to spend and yet the projects needed more than that at the start of implementation.
- There was also a suggestion made that UNDP tends to lead the projects and not government. Talking to UNDP programme office, it was indicated that UNDP has a responsibility for Project Oversight and that entails ensuring that the project produces results timely, within budget and to specification. It does then require that there be firm adherence to schedules.
- On gender, the national coordinator is a woman but activities under biodiversity are generally likely to benefit women. There are no specified indicators in the project designs in terms of how the needs of women and men are going to be met.

2.1.3 Environment Support Programme

Description of the Project

The Programme Support Document (PSD) for enhancing delivery of the Government's Energy and Environment Programme as outlined in National Development Plan (NDP9) focuses on three major areas of support. These are; (i) strengthening environmental governance within Ministry of Environment, Wildlife and Tourism (MEWT) and other organizations responsible for environmental protection and management, (ii) strengthening systems for conservation and sustainable use of natural resources and (iii) establishing a National Environmental Information Management System (NEIMS). The Environment Support Programme (ESP) is funded at US\$ 2,829,430 by the Government of Botswana and US\$1,886,286 by UNDP, totaling US\$4,715,716 over the NDP9 period.

The first Programme Steering Committee (PSC) met in December 2005 to approve the inception report prepared by CTA and the programme is thus still at mobilization stage.

Management arrangements

A project implementation unit (PIU) consisting of a CTA, three component managers and support staff are running the project. Apart from the PSC that includes the Permanent Secretary of MEWT, UNDP Resident Representative, MFDP, HATAB, BOCCIM and NGO, the CTA, DEA Director and UNDP EE Programme Officer, there is also a technical advisory committee.

Expected Outputs

Major Areas of Support	Expected outcomes
(i) Strengthening environmental governance within Ministry of Environment, Wildlife and Tourism (MEWT) and other organizations responsible for environmental protection and management	<ul style="list-style-type: none"> • Enhancement of capacity for environmental protection and management through training and similar initiatives • Mandates, roles and responsibilities for environmental protection and management clarity outlined • Enhanced public awareness of environmental issues and sensitivity to environment values and vulnerability • Effective EIA process to prevent new impacts • Financial mechanism for environmental protection and management
(ii) Strengthening systems for conservation and sustainable use of natural resources	<ul style="list-style-type: none"> • Capacity for landscape scale management planning enhanced • Protected species recovery planning developed and implementation facilitated • Best practice identified for the management of natural resources by communities
(iii) Establishing a National Environmental Information Management System (NEIMS).	<ul style="list-style-type: none"> • Fully operational national environmental metadatabase • Improved reporting on the status of Botswana environment • The Botswana Atlas of Natural Resources

Achievements

The full PIU team is in place. Office space reconfiguration has been completed. An Inception Report is being revised following comments from the 1st Steering Committee held at the end of 2005. No outputs listed above have been achieved to date.

Findings and Recommendations

- There has been a delay in implementation of about 1 to 1.5 years and while this ESP was supposed to be a 5 yr period, the delay has caused the period to shorten to 3 yr programme. A delay in signing the PSD and recruiting the key personnel was presented as part of the cause in the delayed start of ESP implementation. The PIU however has indicated the need to multi-track activities in order to achieve results in the reduced period.
- Civil society has expressed the fear that in that short period, all outputs may not be achieved or their value may be limited. This project may need to be revised to reflect what is likely to be achieved within the current Country Programme and to consider what elements may form the basis for dialogue on a possible follow-on phase.
- The desire also expressed by the interviewees is that these country programmes should be aligned with the NDPs and the NDP Mid Term Reviews so as to have synergy with what is being done in the national development programmes. If the

country programme is to implement NDP programmers, then surely it should then be informed by the NDPs.

- Interaction of the PIU with UNDP and DEA is smooth including for funds approval and disbursements. The UNDP system of funds disbursement and sourcing consultants is believed to be faster than the government system that was used during Phase I of the ESP.
- The ESP has synergy with all the multilateral environment agreements (MEA that include CC, BD, UNCCD, and non Rio Conventions) and the National Capacity Self Assessment project. In terms of effective assimilation of MEA into the ESP, a MEA Unit is being formed within DEA to service and guide efforts for meeting Botswana's global and regional environmental obligations. The Reviewer believes the ESP could be an umbrella programme that directs, and monitors all EE projects.
- The need to expand access rights to ATLAS financial management module to the project team was mentioned and is expected to facilitate requests and disbursement of funds.
- Addressing capacity within the PIU and as part of meeting output 1.1 will be met in various ways that include supporting postgraduate studies, seminar series, exchange visits, workshops/conferences and understanding MEA modalities and negotiation process.
- The PIU has a combination of women and men and gender is thus catered for. The extent to which both genders will benefit from the ESP is not clearly filtered in the project document but the CTA indicated that this will be considered. There is an opportunity to filter this in training and community involvement on conservation and sustainable use of natural resources.

2.1.5 National Capacity Self Assessment

Description of the Project

The objective of this project is to undertake a national capacity-self-assessment with respect to meeting Botswana's obligations under the Conventions on Climate Change, Desertification and Drought, and Biodiversity. The assessment will be done by: (1) taking stock of Botswana's existing capacities, (2) Identifying capacity gaps at the individual, institutional, and systemic levels, and (3) and proposing ways of creating greater synergy in implementing the conventions. The key features of the process will be a participatory approach to ensure ownership of, and commitment to, implementing the product of the NCSA process, as well as attention to gender issues so that the needs of both men and women are addressed. The key deliverable will be a document, which outlines for each of the three thematic areas – biodiversity, climate change and desertification and drought –

capacity constraints, priority concerns and opportunities for capacity development. In undertaking this, emphasis will be placed on the synergies across the thematic areas.

Management arrangements

The key parties involved in the implementation of this project are (i) The Director of the Department of Environmental Affairs (as the National Project Director), (ii) the Project Coordinator, (iii) the Project Technical Team, (iv) the Project Reference Group, (v) District Coordinating Committees and (vi) the UNDP Country Office. The National Project Director will be responsible for managing administrative issues, coordinating implementation, ensuring the involvement of all partners and reporting to the UNDP. The Project Coordinator will ensure the effective and timely implementation of the project, provide the administrative and technical assistance required by the Reference Group and other parties involved in the project and facilitate and coordinate any activities taking place in the districts.

The Project Technical Team, comprising desk officers responsible for the three Conventions as well as a representative of the UNDP, will provide direct support to the Project Coordinator and assist the Reference Group to review project outputs. The Reference Group will oversee the development of the NCSA and the recruitment of the Project Coordinator, and provide guidance with regard to the overall management of the project.

Outputs

The outputs expected from the project are:

- Institutional and systemic constraints and competences and needs at the local and district levels
- Assessment of synergies and cross cutting issues at the national level
- Final Report and NCSA Action Plan
- Launch of Implementation Action Plan

Achievements

This is a 2-year project that should have started in 2005 but is starting in 2006. The processing of advertising, short listing has been done and interviews for the national coordinator were conducted in May, 2006. The only other output was the accomplishment of the GEF Project Brief in 2005 for NCSA

Findings and Recommendations

- The project team at DEA running the National Capacity Self Assessment (NCA) is happy that the scope of the project is adequate and comprehensive.
- The need for UNDP consulting and cooperating with the project teams was also raised to ensure that government retains ownership. Presently, the government partner feels that UNDP makes most of the project decisions but this has been

explained by UNDP in earlier cases. However project management support by UNDP EE office was rated as good.

- The budget is considered adequate and there are no problems cited with regard to disbursement of funds. Budget utilization is however still low but this because implementation has not started.
- With regard to human capacity, the project team are already over stretched with their usual mandates and the reviewer got the impression that DEA is not adequately staffed. This is for government to look into and the DEA indicated that DEA management is making efforts to address that. There is recognition by DEA project team that the project is good and therefore need to be sustained; therefore in the current situation where there is shortage of manpower, commitment may be compromised.

2.1.6 United Nations Convention on Combating Desertification

Description of the Project

The initiatives under the UNCCD started before 2003 through community projects supported through UNDP during the development of initial National Action Plan (NAP). The DEA is a Focal Point for implementation of the United Nations Convention on Combating Desertification (UNCCD). This role has previously been with Ministry of Agriculture. Year 2004 was a year for preparation on the 2nd National Communication on the Implementation of the UNCCD. Funding was requested through the UNCCD Secretariat to enable the preparation of the 2nd National Communication.

Management arrangements

DEA is the Focal Point for implementation of the United Nations Convention on Combating Desertification (UNCCD). This role has previously been with Ministry of Agriculture until end of 2003.

Expected Outputs

The expected output under this project was the 2nd national communication. The NAP was added-on by the Implementing partner as it was considered to add value to the national development objectives.

Achievements

The second National Report for UNCCD was produced at the end of 2004. A draft National Action Plan (NAP) for CCD exists and is overseen by a CCD Steering Committee representing government, civil society organisations and private sector.

In November of 2005, DEA facilitated a national consultative workshop to update the existing National Action Plan (NAP) to prepare for adoption and this has not been completed.

Findings and Recommendations

- There were no resources transferred with the project from MoA to DEA so the money allocated to the activities is considered little. In the case of the workshop to revise the National Action Plan, the rapporteur appointed to prepare the workshop proceedings did not deliver the report and is believed to have abandoned the assignment and finalization of the both the proceedings and NAP is being done in house by DEA staff. The revised NAP revised that started in 2004 and is expected to be finished 2nd quarter of 2006. The accomplishment of the revision of the NAP is crucial since its implementation can be accommodated in the NDP9 budgets. The Steering committee for UNCCCD is very useful and experienced and is also guiding the revision of the NAP. The major challenge is manpower and financial resources to implement interventions. However when the NAP is ready, activities could be shouldered within NDP9 budgets. This has taken too long considering that the process of revising NAP started in 2004.
- With regard to procedures, it was indicated that sourcing consultants through UNDP is faster and good than sourcing through government as government procedures tend to take longer.
- On gender, the activity under the UNCCD is headed by a woman but how the project is impacting on both men and women is not clearly spelt out.

2.2 Effective Water Governance

2.2.1 Integrated Water Resources Management

Description of the Project

GEF is currently supporting an MSP-formulation of National Integrated Water Resource Management plan for Botswana and Tanzania. Following a project formulation mission in October 2004 by the Energy and Environment Group (Bureau for Development Policy), a project brief is being drafted for comment by UNDP-Botswana and the government of Botswana before submission to GEF for funding. The MSP funding will support the Botswana Water Master Plan and regional knowledge management. This project is especially important because it will deliver the first chronological target of the Millennium Development Goals (MDGs).

The proposed project is a medium sized GEF project aimed at both Botswana and Southern Africa and comprises of the two components

1. Support to the development of the national IWRM plan in Botswana

2. Regional knowledge management and institutional support for lessons learning and replication of best practice within the SADC region.

Management arrangements

The project will be executed by the United Nations Office of Project Services (UNOPS) and the Department of Water Affairs in the Ministry of Minerals Energy and Water Affairs will be the lead agency for project implementation at national level. Project activities will be implemented in collaboration with Global Water Partnership-Southern Africa, Cap-Net/WaterNet and UNDP. A PIU will be appointed to run the project. The project fund was transferred to UNOPS for the implementation of project activities. UNOPS will be accountable to UNDP for financial management and timely contracting of inputs but overall project management and technical backstopping will be provided by UNDP.

Expected Outputs

- IWRM Plan for Botswana is adopted that addresses national and transboundary water management priorities, integrates global environmental management objectives and balances multiple uses of water resources
- Increased awareness and capacity of stakeholders (government, civil society, private sector) to engage in the IWRM planning and implementation process
- Monitoring progress in planning and implementing IWRM is improved

Achievements

Scoping mission for drafting PDF-A application was undertaken late 2004. Department of Water Affairs contracted a consulting company to do the revised Water Master Plan. Stakeholder participation vehicle in water issues is through the Botswana Global Water Partnership. PDF-A funding was approved in mid-2005. The project is still at its development stage and no outputs have been delivered yet.

Findings and Recommendations

- This project, part from direct synergy with the National Water Master Plan (NWMP), will also contribute to on-going efforts on water conservation strategy and Small to medium dams projects. It also has a strong cross-sectoral impact on other sectors e.g. agriculture, forestry, biodiversity etc.
- The project has started in good time and has only about 2 weeks delay. The project is at the PDF/A phase and the project brief is expected within May, 2006.
- The Government Executing Agency, the Department of Water Affairs (DWA) however indicated a concern directed to UNDP in terms of how the consultants undertaking the project development was recruited. DWA would require

adequate consultation on recruitment of both key personnel and consultants so that they maintain ownership. The consultation is supposed to involve key stakeholders including the focal points for IWRM in the country, the Kalahari Conservation Society. There has been a compromise to let the project development phase proceed in order to avoid delays, but DWA would like better consultation at implementation stage. The DWA has become proactive to support the project through core group that provide pertinent information for the project development. UNDP EE Office responded and indicated that the recruitment was done through another UN agency the UNOPS- which is handling that project under an AGENCY Execution model

- The challenge will be involvement of all stakeholders in this cross- sectoral project to ensure that all inputs are utilized for the success of the project. There are already public awareness committees working with the Water Conservation Strategy team at DWA that will be used to reach out to stakeholders for the purpose.

It is rather early to see the constraints but cooperation of the stakeholders will be critically required.

2.3 Access to Sustainable Energy Services

2.3.1 Photovoltaic Energy (PV)

Description of the Project

The project aims at reducing Botswana's energy-related carbon dioxide (CO₂) emissions by promoting renewable and low Green House Gas (GHG) technologies as a substitute for fossil fuel (fuel wood, paraffin and coal) utilized in rural areas. The activities proposed in the project are designed to remove barriers to the wide-scale utilization of renewable energy (mainly PV) and low GHG technologies to meet the basic electricity needs of individual households in terms of lighting, power for radio-cassette/TV and income-generating activities. In turn, this project will help with the initiation of the intended renewable energy project of the Government of Botswana and to encourage the involvement of the private sector industry in the provision of renewable energy in the country.

Management arrangements

The programme will be executed by the Government of Botswana, under the UNDP National Executed (NEX) modality following NEX guidelines and requirements that are set out in the UNDP Programming Manual. The EAD of the MMEWR will serve as over all executing agency for the UNDP/GEF full -scale programme. The executing agency will remain accountable to UNDP for the delivery of agreed outputs, and for financial management, including the cost –effectiveness of project activities. The executing agency has appointed a National Director, who supports the project and serves as a focal point on the part of government.

BPC will be the implementing agency. For the day-to-day operation of the programme, one full -time advisor will be made available, fully funded through GEF. That advisor will fall under the overall management of BPC and it will operate based on agreed work plans and according to UNDP rules and procedures. There is a staff contingent of 11 allocated to the PV project by BPC including the CTA. The EAD has created a project team of 3 including the national coordinator.

In addition, the Tripartite Project Steering Committee (PSC) representatives of the executing agency (EAD), the implementing agency (BPC) and UNDP -Botswana that represent GEF will take broad strategic decisions on project implementation. An advisory board will be set up and it will be formed from a larger audience consisting of representatives from the Government, parastatals, private sector, financial community, academia, NGOs, etc.

Expected Outputs

Outcome Areas	Expected Outputs
Delivery of technology packages	<ul style="list-style-type: none"> • In 88 villages 5152 households will be offered basic lighting and cooking facilities • In 88 villages 1373 households will be offered SHS • In one village, a mobile PV mini-grid will be installed, operated and closely monitored
Policy Support and policy framework	<ul style="list-style-type: none"> • A policy and implementation framework for renewable energy based rural electrification (mainly PV systems) will be defined and is in place • Standards for PV and PV/LPG components and systems will be updated and their use enforced
Awareness raising and changing of perceptions	<ul style="list-style-type: none"> • Awareness program for decision makers will be developed and implemented • A rural customer awareness program will be formulated and implemented
Private and public sector strengthening, training	<ul style="list-style-type: none"> • Business development services in the renewable energy sector (mainly PV) will be strengthened • Technical knowledge of PV and PV/LPG systems will be strengthened • Ability of the public sector and parastatals to provide a policy framework and assistance to further renewable energy- based rural electrification (notably PV) will be strengthened
Financial Engineering	<ul style="list-style-type: none"> • A financial scheme to reach rural customers will be designed and implemented • Sustainable (long term) subsidy schemes for PV and PV/LPG systems will be designed and recommendations on how to implement these schemes will have been made
Learning and replication	<ul style="list-style-type: none"> • A program for replication of activities implemented • Lessons learned from current pilot activities in three villages using fee for service with SHS will be documented and used for decision making on possible continued developments with this delivery model • The Impact of PV and PV/LPG systems in the project area evaluated • Support has been provided to disseminating the learning and replication experiences in the project are into SADC.

Achievements

In terms of performance, the project is still at mobilization stage and has delayed by about 2 years. The project document was signed in October 2005 and the first Project Steering committee meeting has been held although it was delayed.

The process of advertising and interviewing and evaluating applications for the post of the Chief Technical Advisor (CTA) has been accomplished and it is hoped that the CTA will be in post by July, 2006.

So far 64 villages out of 88 villages to be covered by the project have already been identified, based on the agreed criteria, the other 24 villages initially identified do not qualify so have to be substituted.

Findings and Recommendations

- EAD and BPC indicated that the scope of the project is sufficient to achieve the stated objectives. The criteria used depend on population and the 2001 population census that is used is outdated for the purpose of village selection.
- In selection of villages there is also political pressure for villages to be considered that don't fit criteria but so far both EAD and BPC have remained firm to stick to the agreed criteria.
- The next immediate activities are to develop the budget (to be circulated in May and PSC approval is expected within the month) and finalize a memorandum of understanding between BPC and EAD as the draft MOU already exists. Meanwhile BPC and the EAD will work on the implementation program that will be finalized with the CTA. It is envisaged that as soon as the CTA is in place, the baseline studies will commence.
- This project has synergy with the existing rural electrification programme being supported by government using the grid and will take forward some of the requirements of the JICA supported PV Master Plan. This project is also in line with the Botswana Energy Master Plan.
- The only discrepancies are related to delays in recruiting key personnel and with the late arrival of CTA and this may mean that there may not be any implementation work in 2006. BPC and EAD are however geared to ensure that mobilization of contractors starts within the year.
- The other delay may be caused by the fact that the subsidy to be implemented in the project has not yet been agreed with government but BPC and EAD meanwhile will initiate a process to develop options that the Director of EAD can put forward for consideration by relevant Government authorities.

- The resources provided by Government, GEF and customers is so far adequate and no constraints are foreseen since the project has not started. The subsidy of 80%, which is to reduce in the 5-year period of the project to 60%, will facilitate acquisition of the systems by customers. The customer contribution of 20% will be negotiated with customers so that repayment periods are flexible according to affordability. EAD/BPC also hope that the subsidy can be maintained at 80% for the 5 years by building financial reserves.
- With regard to budget resources, UNDP charges taken from project funds are said to impact on the overall budget and again this is a reflection that project implementers are not fully aware of UNDP's cost recovery charges. The fluctuations in the exchange rate was also said to affect the Pula value that will be available for use in the project since the projects are budgeted for in US\$.
- It is also too early to know whether the allocated manpower will be overstretched. Judging from the past, grid rural electrification programme of 72 villages was done with less people than allocated to this GEF project. However for the project to move according to timeline; more activities have to be undertaken in parallel.
- The biggest challenge are having to deal with the long lead times resulting from Government and UNDP procedures and systems; the process of acquiring an appropriate warehouses (size, price, security etc) and equipment to start installations in good time to be able to start implementation in 2006. This aggravated by the fact that BPC/EAD are not directly involved with financing.
- The other challenge will be coming up with a subsidy mechanism in time to implement the project within the agreed timeframe. Considering the lead times taken by government to make such decisions, the subsidy may also delay the start of the project implementation.
- The approach to be adopted will be to source from reputable suppliers and back that up with specifications but this will also contribute to the delay in starting the project. The Solar association of Botswana will be used to veto companies that will be engaged to install systems and the association is already in place.
- There is no woman directly involved in the implementation of the project but the Reviewer sees opportunity to benefit women through the impact of energy services delivered by the project e.g. LPG for cooking and the flexible repayment periods that will be lengthened for the low income groups who are mostly women headed households.

2.3.2 Non Motorized Transport (NMT)

Description of the Project

The proposed project seeks to promote the significant use of substantially cheaper non-motorized modes of transport (NMT) particularly walking and cycling in Gaborone. It also intends to encourage and facilitate a modal shift from motorized transport (MT) to non-motorized transport modes for relatively short distances that can be covered by such modes. The project also seeks to demonstrate and record the many benefits as well as the efficacy of a modal shift to NMT with a view not only to increasing the modal share of NMT in Gaborone, but also to widely disseminating the lessons and encouraging the replication of the project across cities and towns of Botswana and the region. The data collected during the course of implementing this project will be employed to evaluate the economics of GHG mitigation in the transport sector using the NMT option.

Management arrangements

The project is being executed under the Gaborone City Council and a PIU headed by a project manager will run the project.

Expected Outputs

- Transport based greenhouse gas emissions reduced
- A well designed and constructed NMT network of cycle/walk ways and bicycle facilities that include bicycle supply, repairs, renting and parking facilities; increased ownership of bicycles and use
- Increased uptake of NMT (cycling and walking) as a means of transport
- Informed and equipped institutional framework for NMT through partnerships of key stakeholders to implement NMT and dedicated NMT Unit at GCC
- Conducive Policy and Legal Framework for NMT
- Improve quality of life through employment creation in the transport sector and reduced pollution, accidents and improved transport mobility

Achievements

This project is also at mobilization stage but GCC indicated that there is an Action programme developed and that funds for the implementation of the project are now available. The interview for the project manager is expected to be accomplished within May, 2006. The Office space for the project has already been allocated and office equipment will be procured as soon as the project manager is in place.

In terms of implementation, GCC has already started meeting their commitments, the projects that are on going are already incorporating installation of NMT infrastructure as per the project specification. GCC however has limitation of land available to accommodate the 3 metres width for the NMT path specified in the project brief on certain roads. In those cases a 2-meter wide NMT path is being constructed but the greater part of the routes including in the Commercial Business District of Gaborone will

have the 3-meter wide paths. GCC is also already installing streetlights for pedestrians at crossover points but as per the project specifications, these should be pelican lights as GEF funds have been allocated for such a technology.

Findings and Recommendations

- There have been some delays in starting the project as a result of system procedures e.g. for recruitment of key personnel and provision of letter for co-financing.
- At this stage human capacity is considered adequate as the consultants will do most of the work and there are no foreseeable constraints at this stage
- The management support so far provided by the UNDP EE Office is rated highly and the PSC consisting of GCC, UNDP, MFDP, MLG and DMS is expected to effectively guide the project implementation.
- The Reviewer sees an opportunity for sustainability of project outcomes as the GCC is already incorporating designs in their new roads and new CBD.

2.4 Sustainable land management to combat desertification (SLM).

Description of the Project

Land degradation is a growing concern in developing countries and is attributable mainly to incompatible land use and land suitability, growing populations and relegation of poorer sectors of the population to less productive land such as steep slopes and flood-prone river valleys. Through the DEA, UNDP has supported a Project Development Facility (PDF) to support the investigation of issues relating to sustainable land management through the GEF. The project has been approved by the GEF council and the Project Document is being considered for signature at MEWT.

This project was also initially implemented under the Ministry of Agriculture (MoA) and has been modified a bit when the implementation was transferred to DEA.

There has been a delay to finalize the log frame for the project and a draft is waiting the international consultant to make an input

The project has a strong synergy with the interventions carried out under the UNCCCD

Management arrangements

The Project is being undertaken under the DEA

Achievements

No outputs have been achieved to date

Findings and Recommendations

- The only concern raised was with respect to GEF putting ceiling on amounts that can be allocated to projects in countries.
- The SLM coordination at DEA is also the responsibility of the same woman coordinating the UNCCCD and NCSA activities.

2.4.1 Management of Indigenous Vegetation for the Rehabilitation of Degraded rangelands

Description of the Project

The Indigenous Vegetation Project (IVP) is a regional initiative funded jointly by the GEF (US\$2,287,000) and the Government of Botswana (in-kind). The project is a demonstration project for biodiversity conservation and dry land ecosystem restoration in the arid and semi-arid zones of Africa, which comprise Botswana, Kenya and Mali. The project combines community-based indigenous knowledge, the findings of scientific research and past practical experience to rehabilitate degraded ecosystems and conserve biodiversity by developing sustainable natural resource management systems. Specific results to be delivered by the project are (i) appropriate indigenous management systems for sustainable use of biodiversity, (ii) Arid Zone database and Geographic Information System (GIS), (iii) Rehabilitated Indigenous Vegetation, (iv) Improved livestock Production, marketing and Alternative Livelihoods, and (v) Technology Transfer, Training and Regional Comparative Learning. The project has been running for 3.5 years and is left with 1.5 yrs to go

Management arrangements

The Regional project is implemented jointly by UNEP and UNDP and is coordinated by a Regional Coordination Unit directed by a Regional Coordinator. A Regional Policy Steering Committee supports the RCU. The University of Oslo is the lead agency for networking collaborating on research component of the project. Each country has a National Project Unit comprising a National Project Leader with four support staff. In Botswana the project is being undertaken in the DFRR and executed by the PIU. The PIU in Botswana consisted of the CTA, Community Support Unit (CSU) managers, rangeland ecologist and support staff.

Technically UNEP and UNDP are to contribute experiences and lessons learned from the UNEP/GEF projects and provide routine backstopping.

Expected Outputs

Component Area	Expected outputs
Establishment of appropriate indigenous management systems and in situ biodiversity conservations	Appropriate indigenous management systems identified, developed established and strengthened Indigenous conservation methods strengthened Overexploitation of specific plant and animal species reduced
Establishment of the Arid Zone Bio-database and GIS	Historical and current knowledge of biodiversity and land degradation in demonstration areas assessed in a participatory process Regional perspective established on biodiversity and land degradation issues
Rehabilitation of indigenous vegetation	Degraded rangelands/community territories in the project zones re-vegetated Fire management measures instituted Water management improved
Improvement of livestock production and marketing; and provision of alternative livelihoods	Improved market outlets for livestock and income generation Fodder production improved Economic base of the communities diversified and substantially widened
Technology transfer and training	Appropriate technologies transferred between countries Capacity of local communities enhanced in technical and institutional aspects Dissemination of results at local and national levels
Targeted Research	Development of rational scientifically documented and sustainable tools applicable to these and other arid and semi arid areas

Achievements

- Community Action Plans were undertaken together with piloting on a number of vegetation-related initiatives, e.g. sand-dune stabilisation in the Kalahari Desert, re-vegetation plots allocated in 2 of the 3 project sites, livestock Marketing report to advice all the three countries on livestock marketing challenges faced by communal areas.
- Legal entities for management of communal rangeland resources were registered. Consultancy to develop land use and rangeland resource management plan was contracted and the plans have been produced.
- The project has created 14 community action projects in the 3 Districts of Kgalagadi, Kweneng and Boteti (on grazing, horticulture etc) but some of these are not considered pilot projects but business as usual type projects. IVP created community institutions for sustainability e.g. creation of interim management committees, involvement of councilors and VDC. Capacity has been built on project management/leadership, advocacy and institutional management (e.g. bookkeeping) and there were some exchange visits within country projects and among the participating countries.

Findings and Recommendations

- The project design was extensively consulted and reviewed by both local and external stakeholders before starting but the MTR for the project later on indicated that the community mobilization that is part of the process in the project takes too much time. Considering achievements against the outputs, about 50% of the outputs have been achieved.
- As impact of the IVP, the communities in Kweneng District would like to start on game farming and are making their own initiative as they are now equipped to negotiate and run similar projects as promoted in the IVP. This is a reflection of the output related to enhanced technical and institutional capacity of the communities.
- The transition of the project from MoA to MEWT did not disrupt performance of the project. Botswana has done better than the other participating countries as indicated by the projects undertaken, work plans developed with communities and adequate government support. Botswana had already experience in developing land use and land management plans, which are part of the project outputs.
- The IVP has synergy with other projects such as NAP under UNCCCD and CBD and SLM (for resource monitoring and indigenous knowledge).
- Management support from UNDP was rated highly although there were some delays in the first 2.5 years in releasing money. Even in this project there is a need for UNDP to explain their systems and procedures and clearly spell out relationship between PIU and the Government project teams – national coordinators.
- Discrepancies also mentioned in the MTR of the project are that the project did not follow some of the objectives particularly biodiversity is not well addressed. That the project was not well backed by science and was weak on policy issues. The emphasis of the project implementation however became stronger for improving livelihoods.
- The other concern raised was that the project manager who has now left was not considered effective in his role and his recruitment did not follow recommendations of the interviewing panel. It was confirmed at UNDP EE office that the project manager was recruited based on his high qualifications, although the government partner argues that there were other applicants with more relevant qualifications for the project.
- What is required for further consideration is that more emphasis be placed on:
 - Capacity building of community officials such as land boards, councilors and even government officials; The human skills are required in special areas such as resource monitoring and information management systems.

- Encouraging participation of affected people,
 - Mobilizing funds through NDP10 for sustainability of the project;
 - Collaborating with UB for science basis and for the much needed baseline information
- There is an opportunity to follow-on on the project through the Environment Support Programme.
 - The budget was adequate and the project received adequate government support in terms of allocating human resources and equipment such as vehicles. The project started late and thus money has not been spent according to schedule. Of the 2004 to 2006 budget, the project has spent 45.3%.
 - Outstanding issues are that the University of Oslo has not provided the approach/methodology/research plan up to now but have trained 4 people from each of the participating countries.
 - The project could have benefited from UNEP's practical experiences from the other African countries and UNDP could have also shared development perspectives from all over the world. This is seen as an outstanding contribution by these two UND agencies.
 - The challenge continues to be mobilization of communities to participate in the project since project benefits are not immediate so some tend to be discouraged to participate in the project. This is more so that the project is dealing with uneducated people who lack special skills and require protracted time to understand the concepts involved in the implementation of such a project. The effect of natural phenomena such as drought and veld fires also tends to undermine project objectives particularly in terms of developing the indigenous vegetation. The project is still to define baseline information and a system of measuring impacts. Policies and legislation across the board may also be conflicting and therefore need to be harmonized. The distances to areas where projects are taking place are also large.
 - The major constraint is human skills for specialized areas such as resource monitoring and there is dynamics in knowledge to keep pace with.
 - More time is needed so that the methodology to be adopted does not only to come up with models but also test the models but that may not be possible in the time left.
 - The IVP involved communities and took into consideration gender balance. Most of the 14 community projects had more women than males e.g. in weaving, horticulture projects.

2.5 Conservation and sustainable use of biodiversity (COSUB)

2.5.1 Southern Africa Biodiversity Support Programme

Description of the Project

The Southern Africa Biodiversity Support Programme started in 2000 with the aim of promoting conservation and sustainable use of biological diversity in Southern Africa by strengthening regional biodiversity planning, interstate co-operation, and information exchange. This programme has since been restructured into two main components namely; (i) Invasive Alien Species and (ii) Access and Benefit-Sharing partly in response to the restructuring processes within the Southern African Development Community (SADC).

Management arrangements

The programme was initially co-ordinated by a Programme Implementation Unit (PIU) based under the SADC Forestry Sector Technical Co-ordination Unit, which is housed in the Ministry of Natural Resources, Malawi, and comprised of officers drawn from the SADC Forestry Sector TCU and an advisor provided by IUCN ROSA. The PIU is guided by a Technical Committee with membership drawn from the SADC member states and relevant NGOs and supported by Member countries' biodiversity contact points, SADC IFFW sectoral networks, and the IUCN network.

This project is executed through an NGO, IUCN and a PIU consisting of a Project Manager, two technical advisors (IAS and ABS), an administration/finance officer and Information officer. The ownership of the project is with SADC and countries have national contact points managed by national coordinators and their programme assistants.

Outputs

Activity Area	Expected Outputs
Improve the availability and accessibility of biodiversity information and its application in conservation planning and management	<ul style="list-style-type: none">• Regional biodiversity information system established with functioning linkages under agreed dataset standards, classification systems, compatible software and management procedures within at least six countries of the region.• Functioning network of regional biodiversity expertise established with support provided to 9 country studies and/or planning processes, and further contributions provided in delivering additional outputs outlined below.
Achieve cross-sectoral national and regional co-operation in biodiversity conservation and sustainable use activities	<ul style="list-style-type: none">• Regional strategy framework prepared and regularly updated on a two year cycle, with first strategy completed in year 2-3 of the project and a revision completed by year 4-5 incorporating lessons learned from national strategy and action plan processes as well as monitoring of the implementation and impact of the regional strategy.• Regional action plan for conservation and sustainable use of biodiversity developed and adopted.• Regional biodiversity baseline information and monitoring system established with regular country assessment reports produced against

	<p>specific demands in relation to both COP decisions and programme requirements.</p> <ul style="list-style-type: none"> • Monitoring of SADC sectoral and national implementation of the regional action plan effected. • Recommendations developed and submitted to SADC on the incorporation of biodiversity conservation aspects into its sectoral plans and policies. • Recommendations to individual countries on regional aspects relevant to their biodiversity country studies and strategies.
Train Southern African Nationals in biodiversity conservation and management skills including inventory, monitoring, information management and policy formulation/review.	<ul style="list-style-type: none"> • Regional training needs for biodiversity conservation and the implementation of the CBD prioritized, and existing training programmes relevant to these priorities identified. • Existing training programmes in priority areas strengthened and promoted through support from the Specialist Group. • 1-2 short courses developed and run each year within regional training institutions based on training needs priorities not being addressed by other programmes, starting year 2. • A minimum of 150 persons trained in technical and policy aspects of biodiversity conservation and use.
Integrate effective practices of sustainable natural resource use into national and regional conservation and other sectoral planning and programmes	<ul style="list-style-type: none"> • Priorities and selection criteria developed by the SADC Biodiversity Secretariat in collaboration with IUCN and the expertise networks, and disseminated through the region. • A minimum of 16 pilot activities funded and completed. • Results of activities assessed and lessons learned documented, and communicated. • Lessons learned incorporated into national implementation of the CBD, and regional strategy management.
Develop financing mechanisms to ensure the sustainability of the regional support framework	<ul style="list-style-type: none"> • Inventory of externally funded biodiversity projects produced and updated. • Lessons from existing projects documented and communicated to those formulating new projects • Support mechanism created to assist the region in obtaining additional funding for expansion of existing or new projects. • Regional funding priorities identified, agreed upon and maintained. • Innovative financing mechanisms developed and piloted.

Achievements

A Website is in place linked to SADC secretariat, with newsletter and database also available.

A draft Regional Biodiversity Strategy and a roster of experts on IAS and ABS have been produced.

Findings and Recommendations

- In the implementation of the SABSP, some delays were mentioned with funds disbursement and staff changes at UNDP and the issue of disbursements ceiling when the programme was starting in Botswana. It was supposed to have finished September 2006 but will still be running until 2007. The SABSP office is already starting on a follow-on phase focusing on building capacity in the region.
- DEA has welcomed the movement of the SABSP office to Botswana and have expressed smooth relationship with the IUCN that is hosting the SABSP regional office. Having SABSP office in Botswana has helped with sharing of experiences and more so that Botswana is now the regional chair of the programme and this helps decisions to be made effectively with support from the SABSP.
- SABSP office also echoed that DEA and SABSP office share capacity and provide inputs to the SABSP process.
- UNDP EE programme office was said to be very good and that they are proactive in supporting SABSP as one of their projects. UNDP also participates in approving annual work plans and disburse resources timely. There was however mention that UNDP is changing systems e.g. the use of ATLAS and that it would help to provide training e.g. 2 or 1 day training workshop to project teams that would use it.
- SABSP is one of the projects affected by a limited disbursement at the beginning of its implementation and indications from the UNDP office suggest that this was due to limited funds available to the programme at that stage.. But this is no longer a problem if UNDP is given adequate lead-time. The PM indicated that by now SABSP has caught up with spending of its current allocated budget.
- The challenge in the programme is the fact that the 10 different countries are at different levels of development and they are not able to move at the same pace and meeting time lines. SABSP office is therefore making an effort to provide additional support to those lagging behind. Programme assistants are trained and attached to work with national coordinators. The interaction with DEA, as the national focal point, was said to be extremely good and that Botswana has fulfilled their requirements within the SABSP.
- SABSP has no direct link with Botswana national biodiversity projects, but only through IUCN involvement e.g. in the Okavango Delta Biodiversity project being undertaken by the University of Botswana. The SABSP however helps assimilation of results at national level through strengthening of centres of excellence through provision of toolkit/guidelines. The SABSP also reports to the Directorate of the Food and Natural Resources at SADC.

- With regard to gender issue, there is no special specification in the programme for that and often recruitment is guided by level of expertise, and often men are in the positions. In case of training and workshops it is possible to include a gender balance. In terms of benefiting from biological resources, the bulk of populations that will benefit are women.

2.5.2 Building local capacity for conservation and sustainable use of biodiversity in the Okavango Delta

Description of the Project

The Okavango Delta, the largest Ramsar Site in the world, is a globally important wetland ecosystem situated in northern Botswana. While the ecological integrity of this wetland remains largely intact, there are signs it is being slowly eroded in the face of gradually rising anthropogenic pressures. There is an urgent need across Botswana's wetland environments to balance competing uses of water and other wetland resources by production sectors, while providing for biodiversity conservation objectives. This need has led the Government of Botswana to develop a National Wetlands Policy and Strategy (now in the process of enactment) and a Management Plan for the Okavango Delta (ODMP).

A Project Development Facility (PDF) has been signed between the University of Botswana, UNDP and Government of Botswana for building local capacity for conservation and sustainable use of the Okavango Delta. The Project is implemented by the Harry Openhiemer Okavango Research Centre (HOORC) based in Maun with a GEF cash-contribution of US\$275,255.00 over 8 months. The major output is a full-scale project for building capacity for sustainable management of the Okavango Delta. The PDF/B stage is complete and project implementation is about to start.

Management arrangements

The Project will be executed through the Project Steering Committee (PSC) chaired by the Department of Environmental Affairs (DEA) of the Ministry of Environment, Wildlife and Tourism (MEWT), with the support of the Project Assurance Group (PAG).

The PSC is responsible for making executive decisions for the project and provide guidance as required by the Project Manager. This includes approval of project revisions. The Project will be directed by the PSC, which contains three roles: i) the Executive (DEA, UNDP, KCS, and IUCN), who are the primary initiators of the project ; ii) the Senior Supplier (UB-HOORC),

The University of Botswana (HOORC) is the implementing partner/agency, responsible for day-to- day management and support of the Project. Project support role provides

project administration support to the Project Manager/Project Management Unit as required by the needs of the project or Project Manager.

The PSC will, based on the required technical expertise, appoint members of the TAGS that will ensure the quality control for the products arising from the project.

Expected Outcomes

- Enabling environment strengthened at both systemic and institutional levels
- BD management objectives integrated into the water sector
- Tourism sector is directly contributing to BD conservation in the Delta
- BD friendly management methods are induced into fisheries production systems in the Okavango Panhandle

Achievements

PDF-B resource approved and available; Project Team in place at ORC.

Project implementation has not started and achievements are only related to the completion of the PDF/B

Findings and Recommendations

- HOORC staff that was interviewed is happy with the project design and believe adequate stakeholder consultations have been carried out in order to take into consideration the different facets of the project.
- The project implementation has been delayed a bit to start due to GEF and signing procedures but HOORC as the project developer had however met all GEF deadlines. The project is now at the stage to close PDF/B and go into implementation. The Inception stage is scheduled for July, 2006 and posts of critical staff have been advertised and applications are being evaluated for appointments. The posts advertised are for:
 - Project administrator
 - Financial Officer
 - Tourism specialists
 - Fisheries coordinator
 - Community conservation officers
- The Project National Coordinator and his assistant are already in place and have adequate backstopping from the other HOORC staff.

- Synergy with the SABSP is only via interaction with DEA that is directly involved in the guidance of the Okavango Delta project. This project however is directly feeding into the Okavango Delta Management Plan (ODMP). The biodiversity component in the ODMP needed strengthening and this project provides for that and acts as a pilot project in that respect. Acknowledgement was made that IUCN was instrumental in the coining of the project as they identified that biodiversity component was weak in the ODMP.
- The project will also feed into the work of OKACOM and will provide information for decision-making. With the OKACOM Secretariat office being in Maun that will create good opportunities for cooperation. The Project team is also planning to involve post graduate students from UB and other partners such as the University of Virginia in the project. HOORC will provide capacity building as they have done in the past and have allocated resources for the purpose within the project budget. This will help in building the much needed capacity in biodiversity for the country. The project also complements other initiatives being done with other sources of support such as the Water Research Fund of Southern Africa, National Botanical Research of South Africa (on plant biodiversity).
- The budget is so far considered to be adequate as per design and GEF did not reduce their budget request of US\$4 million. There are also other co-financiers that include the Government of Botswana; Private sector; IUCN; Other NGOs and the University of Virginia.
- HOORC has adequate capacity and the national coordinator and his assistant will get additional support from HOORC staff as required. There is however a shortage of biodiversity conservation specialists in government departments. HOORC is in a better position to share its experiences with the government counterparts especially DEA that has an office at HOORC. The other concern is the transfer of government personnel around the country, which may disrupt consistency in building that capacity.
- Both the PSC and technical advisory groups are relevant stakeholders and project guidance is expected to go ahead smoothly. The National coordinator is in the process of writing to PSC members and their first meeting will be at Inception stage in July.
- HOORC indicated that UNDP support is good but only fear that the Energy and Environment Programme Office may be overstretched with time considering the many Projects they are supporting. HOORC was dealing directly with Pretoria Office during PDF/B stage and have started

dealing with the Botswana UNDP country office and so far the support is rated to be good.

- The UB office in Gaborone is handling finances, has signing powers and the Deputy Vice Chancellor Academic Affairs and the HOORC Director are supportive, so the project is expected to be successful in delivering results.
- Gender aspects were not clearly spelt out during project design but project management will take into consideration social stratification including gender, and disadvantaged groups as a process of empowerment, which this project also embraces.
- The challenge envisaged is that this is a big project with many stakeholders and moving it at same pace will take some effort. The other challenge mentioned is that the concept of biodiversity is controversial among the scientific community and bringing it down to the people who are the resource users will not be easy. This however has been partly addressed by engaging all key stakeholders and having their buy-in
- It is too early to see the constraints and these may be apparent after 2 years when the project review is done. Government involvement however will be crucial for sustainability of results and yet there is limited capacity in some government organizations relevant in the project. High staff transfers and turnover could also affect the project negatively.

2.6 NGO Perspectives

This insight was provided by the Kalahari Conservation Society that is also represented in the ESP's PSC and is the focal point for IWRM and is an active participant in GEF SGP projects and other relevant projects to Botswana's environment protection and management.

The Chief Executive Officer and the Conservation Officer were interviewed on a number of issues related to the country EE programme.

On the ESP, it was confirmed that adequate consultations and revisions have been made and that has shaped the programme to acceptable level. It was considered that the PSC should not be too powerful as to delay the progress in programme implementation and rather that some decisions and communications be made via email rather than having to meet at all times to make decisions before certain stages can proceed. It was still considered that whilst PSC can approve Annual Plan, Budget and framework of results at start of year, the PSC should still provide government framework, which some Project managers may not be familiar with.

A view was presented which suggests that Country support programme is to support government and UNDP is implementing it with some additional staff in the PIUs. It is as if NGO/CBOs are only invited to assist the process but not as partners in the implementation of the programme. NGO/CBO community would like to be directly involved in delivery of programme results rather than invited to participate in meetings; and would like UNDP and government to engage NGO/CBO in the delivery of ESP results and NGOs/CBOs believe they have comparative advantage to deliver results. The NGO consulted suggested a common vision with all participating in delivery of results rather than government believing they can deliver within. On consultation with ESP CTA, the involvement of NGO/CBOs was assured but would not expect them to think that the ESP is funding agency.

The concern was raised whether the 2year reduced in the ESP implementation will not affect the success of the programme, especially the value of the outputs

There was also proposition that the ESP should not reinvent the wheel but fill gaps and find synergy with activities such as the CBNRM. CBNRM should be an area of attention in the ESP to strengthen CBNRM structure and capacity.

KCS have also been involved in community projects supported by GEF SGP and confirm that some benefits to community may be realized but direct incomes to the communities themselves are limited. In the case of the Nata Sanctuary Community Project sharing of dividends was last done while KCS was managing the project and now with the communities managing, the resources are going into operations and benefits are only in form of community employment. KCS however see GEF SGP as crucial in supporting community projects since the money is available. What are lacking are credible projects concepts. The suggestion was that the GEF Approval Committee should also be proactive to fund projects concepts even if they originate from the same active NGOs rather than think of spreading the resources to a wide range of NGO/CBOs that may not be bringing forth projects. Another suggestion was to UNDP to persuade GEF to increase the PDF funding for preparation of projects.

2.7 GEF Small Grant Project

Description of the Project

The goal of the COMBIO project is to promote the sustainable utilization and management of veld products for income generation and food security in rural communities in Botswana, and to ensure environmental protection and maintenance of biodiversity. Under this umbrella is also a community project, the production of Morula Sweets (a veld products project under Sustainable Use of Thatch Grass and Veld Products GEF SGP projects) that could provide insights with regard to impact of such community projects. The COMBIO started in 2000/01 and is finishing in 2006 and is an overarching project supporting community activities and dissemination of information materials.

Management arrangements

The project is run by the VPR & D , particularly the Director of VPR &D, the Project Assistant. Community projects are run by the communities themselves but with support from VPR & D.

Achievements

The materials that were to be produced as tools for communicating biodiversity in form of DVDs, Vide tapes, booklets and posters have been achieved. There was also evidence in the VPR&D grounds that morula plants and other indigenous fruit and herbal trees (e.g. *mmilo* and *Mogorogorwane; lengane*) are being propagated.

Findings and Recommendations

- The COMBIO project was affected by staff turnover at VPR & D as key personnel changed in the course of the project.
- On the Morula Sweets project, the impacts to communities are not significant. This is a project that has been cushioned by VPR&D in so many ways (provided with workplace, utilities and marketing services) and does not seem to be able to go on without further funding and technical and management support. It is clear that the community group has enthusiasm to carry the project forward but is not equipped to run the business.
- The morula sweets project was mainly constrained by lack of refrigeration facilities to keep their colloid (pounded morula skins) to last the year since the fruit is only available between January and March in a year. Renting refrigeration also proved to be expensive and such facilities to rent were located in far places (Mmopane, Kanye). Now they have to do with whatever refrigeration capacity VPR&D can offer which is not adequate.
- The process of making the sweets will need to improve in terms of reducing the burden of manual stirring pots and increasing quantities that can be produced and the quality including that for packaging.
- The market for the sweets is however promising as large customers such as Botswana Craft are buying from the project. Other enquiries have been made by BEDIA, HATAB and others.
- In terms of personal gains of the community members, that is not clear as they often have no profits to share. What they earn in the project is mainly used for buying inputs such as sugar and LPG. So far the direct income benefits to the communities is minimal. Four (4) of the 10 community members have left the

project since they could not realize immediate benefits. The remaining 6 are however willing to continue.

- VPR&D have done their utmost to initiate a potentially successful community project but resources such as those provided by GEF SGP may not be enough to support such projects to maturity until communities realize benefits. More resources (e.g. for purchasing required infrastructure) and mentoring (such as accessing funding and becoming business minded) are required.
- Most projects funded under GEF SGP benefit community particularly women and the project on morula sweets is being run by women.

3.0 OVERVIEW FINDINGS

The findings presented in this section is derived from the experiences so far discussed under each project and provides for an overview review of the whole EE programme currently being executed as part of the Government of Botswana- UNDP Country programme 2003-2007.

The key findings have been provided in relation to the agreed Terms of Reference at the Inception Stage.

The findings further refer to the key partners in the projects who are the Government of Botswana and the UNDP, and their related executing teams and Implementation Units that have direct influence on the achievement of the desired outputs and outcomes in the running of projects.

Key Findings

Relevance of UNDP EE Projects towards CCA and UNDAF

- The project interventions being undertaken are relevant to addressing environmental concerns identified in the CCA that include rangeland degradation (UNCCD, IVP, SLM), Water depletion (IWRM), Overuse of woodlands and veld products (CBD, COSUB, IVP, GEF SGP), pressure on wild life (CBD, COSUB), pollution, waste and sanitation (POPS) and climate change (CC-EA, GEF SGP; PV and NMT). There is also a significant contribution to meeting global (CC-EA, CBD/BEA, UNCCC, POPS, GEF SGP) and Regional obligations (IWRM, SABSP).

Progress towards outputs and outcomes

- A number of outputs have been registered for those projects that have progressed, namely the SABSP, IVP, BEA, CC-EA and UNCCD.
 - The SABSP has produced a Regional Biodiversity Strategy (from the National Biodiversity Strategy & Action Plan documents of the participating countries) and a roster of national experts on Access & Benefit Sharing and Invasive Alien Species. SABSP is due to produce a database of centres of excellence but that is still to be achieved.
 - The IVP project has registered 3 Community Based Organizations in Kgalagadi, Boteti and Kweneng Districts and has drafted exemplary land use and range resources management plans for two of the CBOs. The CBOs are registered legal entities and one has already qualified for GEF-SGP funding.

Technical and institutional capacity has been enhanced but mobilization and sustaining community involvement is still proving to be a challenge.

- The BEA has produced the BASP and the 3rd National Communication for the CBD. The EA is due to develop a Clearing House Mechanism..
- The Climate Change Enabling Activity has produced a Technology Needs Assessment report and a website (www.weather.info.bw) but capacity constraints (role clarity and accountability) limit its regular update. The CC-EA is due to produce its 2nd national communication and there are some outstanding outputs from Phase 1 that include establishing a system of news and events to create awareness on climate change issues.
- Although the activities under UNCCD started before 2003, under the current programme, the revision of the national Action Plan is outstanding from 2004. The UNCCD has however accomplished its 2nd national communication, which was the main output of the project.
- All the grant funds allocated to the GEF SGP in 2005 were committed to projects indicating that resources are being utilized in community projects. The Communicating Biodiversity (COMBIO) project that was reviewed has delivered the communicating tools that include DVDs, videotapes, booklets and posters. They have also supported community projects e.g. the one that makes sweets from morula fruits.
- Other projects reviewed (COSUB, SLM, PV, NMT, NCSA, IWRM, and ESP) are at the mobilization stage and therefore would not present any significant achievements at this stage.
- In projects that have advanced in implementation including those that are of a regional nature, Botswana has performed well compared to other countries and this is attributed to the strong government support in committing co-financing resources (human, equipment and financial).

Operational Performance

- There have been delays in providing appropriate documentation (such as co-financing letters) to conclude project formulation, and in starting implementation (attributed to personnel recruiting procedures). Other delays are attributed to procedures in disbursement of funds particularly at the early stages of project implementation. The result of the delays is that most of the projects are running behind schedule and some have to be implemented in a shorter period, which may limit the quality of the results achieved. An example is the Environment Support Programme, which was to run for 5 years, but will now be implemented in 3 years. In such events that programme/project periods are cut, it is prudent to consider follow-on activities beyond the current country programme. The other

projects can only extend their life span beyond the programme end date of 2007 e.g. the biodiversity conservation project in the Okavango Delta, NMT, IWRM, SLM and PV

- Capacity remains a constraint in project implementation particularly of Implementing Partners and the majority of project teams in government and hence capacity assessment and building should be an on-going exercise. In some instances, implementation of projects and activities require additional specializations (e.g. climate change), specialized skills (e.g. biodiversity, IVP) and demand that those who make decisions such as those implementing the ESP be exposed to the modalities of Multilateral Environment Agreements (MEA).

Strategies Employed

- The projects that are due to start implementation have received extensive consultations from key stakeholders and their designs have been agreed upon. This investment should enhance their smooth and effective implementation.
- Some of the projects have benefited from UNDP's global networks to enhance their understanding and knowledge of best practices in specific areas. A notable example is the Environmental Information Management System currently developed through the ESP following extensive consultation with Mauritius Ministry of Environment.
- The Implementing partner for IVP desires to benefit from practical strategies from UNDP's and UNEP's global experiences that could benefit the project.

Practices in Delivery of Outputs

- Assessment of project progress and inputs from EE Office indicate that projects that are executed by NGO (NGOEX) have the highest delivery rates. These are then followed by those implemented through dedicated project teams (NEX), wherein the processes of reporting and the effectiveness of engaging with stakeholders are more effective. The lowest delivery rates were within projects implemented by government (NEX) full time staff. UN Agency implementation had been problematic due to lack of clarity within Operations staff on cash-transfers between UN agencies, where in one project, it took more than 3 months before it could be resolved how the funds should be made available to the project. Although Direct Execution (DEX) may be desirable, it would not be the efficient route under the current situation of limited staff in the UNDP EE office.

Projects Synergies and Cross Cutting Issues

- There is ample cross-sectoral synergy of the projects being undertaken in the current EE component of the country programme and the potential for cross-fertilization exists. Examples of projects that have synergy are the UNCCD and

SLM activities; the ESP, NCSA and other capacity strengthening initiatives under the various projects; and the IWRM and COSUB.

- Gender issues have been taken into consideration to ensure equitable involvement of both men and women in implementation of and benefit-acquisition from the project impacts. However gender does not seem to be mainstreamed at the project design stages except in the case of the NCSA project.

Management Support of Country Office

- On the overall, the UNDP Energy & Environment Unit was hailed as proactive, effective and very supportive. However the previous high staff turnover in UNDP programme office was said to have contributed to delays and poor efficiency with which some projects have started. There now appears to be general satisfaction that there is stability and good cooperation with UNDP. The concern, which is pointed out by local stakeholders and the Regional Service Centre is that the Energy & Environment Programme Office is overstretched in view of the many projects being undertaken and with one of the Programme managers due to leave in mid-2006, an even greater burden will be created on the remaining manager. There is also no certainty with regard to continuity of the present staffing and if that cannot be maintained will jeopardize the progress made to date.
- Another concern pertains to the need for UNDP to make adequate consultations with government partners where decisions on projects are made. An example was cited of recruitment of a Team Leader for a Project Implementation Unit where appointment through UNDP was made without adequate government partner full approval. Government partners feel that UNDP is directing the projects and government partners are passive implementers. With regard to the concerns raised, some compromises have been reached and projects are going ahead but the government partners would like their concerns to be taken into consideration.
- UNDP has indicated that projects are moving rather slowly and attributing that to (i) low oversight capacity within UNDP and (ii) low capacity for implementation at government departments, and (iii) low oversight capacity over Project Implementation Units.

Resource Utilization and Approaches

- The proportions of the budgets spent shows that projects have not effectively utilized the allocated resources. The budget expenditure analysis testifies that not much money is utilized in the Environment Support Programme, i.e. 28.2% was spent in 2004, 35.7% in 2005 and 11% over a 40% time-window of 2006. For the whole period 2004 to 2006 expenditure stands at 20% of total cash limit. This is clear indication that programmes and projects are not fully utilizing allocated resources and run the risk of failing to deliver expected results in the allocated

timeframe There were therefore no concerns raised by the project management teams and executing agencies with regard to the budget adequacy. In 2006 at the time of the MTR, the Energy & Environment Unit was however constituting 45.61% of the Country Programme Delivery volume for the year followed by 28.21% for HIV/AIDS; 15.82% for Poverty and 5.18% for Governance) which suggests its high comparative performance to the other country sector programmes.

- Partners see great value in the current system of financial and results management as they have experienced it through their own projects. They find it regrettable that it was not introduced formerly to Ministries and even to Finance & development Planning, UNDP staff took a long time to gain minimum proficiency, during which time projects suffered and financial reporting was inconsistent. All project teams interviewed expressed, without exception, a need to be exposed to the new ATLAS system mainly through training on the use of ATLAS. UNDP EE Office also believes that this will improve on efficiency of executing financial transactions.
- The NGOs consulted felt that while they are engaged in some of the projects, they are not seen as direct implementers in these activities. They have adequate representation in the steering committees and technical advisory roles but would also want to be consulted to deliver the results. NGO/CBO organizations have comparative advantage in delivery of results as indicated by the performance of NGOEX as compared to NEX managed projects. Another expression made by the civil society is that developing large proposals is costly and there should be consideration to make available resources for project development. There was also a suggestion to increase GEF PDF resources so that project development can be given sufficient time.
- The COMBIO project is a GEF SGP and has delivered with regard to communicating materials and sustainable propagation of veld products. One of the community projects that are supported under COMBIO that makes sweets out of indigenous fruits- morula was an example where impacts of projects supported under the country programme have faired. It is clear that the funding provided by the GEF Small Grant Programme was useful to initiate an income-generating project that could benefit communities but the support has ended before the project can sustain itself. The community involved can make the product (sweets from wild fruit) but do not have business management capacity to carry the project forward. Whilst the community is enthusiastic to go ahead with the project they can only do so when they are cushioned by the mentor VPR&D. They have also not gained significant incomes for themselves to realize improvement in their life styles. What is apparent is that such community projects require protracted support and also resources to buy the infrastructure needed for the project- probably adopting a programme approach. Removing barriers in terms of knowledge support may not be adequate.

Linkages with the Regional Service Centre

- The Regional Service Center in Pretoria expressed great satisfaction about how the Environment component of the Country Programme is run, particularly in relation to GEF supported projects. The UNDP EE programme office team is rated highly and has been effective and thorough in their performance. Concerns were raised on the expectation of the Country Office not to utilise Project Oversight funds from the GEF for the purpose intended and being competent in supporting project (direction on procedures and systems) RSC-Pretoria also recommended that Botswana CO recruits an additional programme officer.
- There is suggestion to explore possibility of combining GEF portfolio and country environment programme in order to achieve a more significant impact. GEF supports discrete projects but synergies are realized e.g. in some of the country projects supported by GEF e.g. IWRM and Okavango Delta biodiversity project and the ESP.

4.0 CHALLENGES AND CONSTRAINTS

Challenges And Constraints

There are a number of challenges and constraints that can be summarized from the review of the individual Projects and these are:

- The UNDP EE staff turnover is a set back to continuity of projects in the country EE programme.
- The regional and also some large national projects have the challenge of mobilizing the various stakeholders and ensuring that the project moves at the expected pace. Examples in which such a challenge was mentioned are the SABSP, the COSUB and IWRM.
- Capacity in government departments and the time that can be allocated to execution of the projects remains a constraint in many projects. The staff turnover and transfers in government often exacerbates the situation. For staff turnover situation within UNDP although at present the situation is stable, the challenge is to retain programme managers that are already performing well.
- There is synergy among most of the projects being executed but that is often not directly exploited. A case in point was for the GEF funded projects- COSUB and IWRM that could have been synergized in their development. Mention was also made that execution agencies that often initiate development of such Projects should be trained to see the synergy in their different initiatives and effectively use the available resources.
- Delays in starting implementation of projects cuts across all Projects and the procedures for providing co-financing guarantees, recruitment of key personnel and release of funds are among the main reasons that need to be addressed.
- The slow pace with which projects are being executed results in funds not being utilized in good time. Lack of development of pilot projects is a constraint to deriving useful lessons from the country EE programme
- With regard to GEF SGP projects, the short-term support is not proving to create sustainable community projects and direct benefits to those engaged in the projects.
- Gender issues while considered in a number of the Projects are not mainstreamed at the stage of project development.

5.0 KEY LESSONS AND RECOMMENDATIONS

Key Lessons And Recommendations

Deriving from both the key findings and the challenges and constraints are some lessons incorporating recommendations for improvement of project performance.

- In Botswana project design is well debated and as a result there are no concerns raised with regard to this aspect for most projects. The process should however be undertaken without contributing to delays in starting implementation.
- There is ample room for cross-sectoral synergy of the projects being undertaken in the environment component of the current country EE programme but the challenge is ensuring involvement of the many stakeholders and harnessing their inputs for timely delivery of outputs. Existing frameworks of promoting other government programmes can be exploited to overcome that challenge.
- Since some of the projects in the current EE programme have delayed starting, there is need to multi-track activities and already start thinking of follow-on activities.
- Staff turnover in UNDP is affecting performance of the EE programme and there is need to maintain continuity by (i) ensuring longer tenure for key personnel and (ii) recruiting an additional staff.
- Recruitment of key personnel for projects, while following transparent procedures becomes protracted because often-unqualified people apply and the process may have to be repeated again. An idea suggested is to combine head hunting by sensitizing qualified people to apply parallel to the normal procedures of advertising.
- There is need for adequate consultations on the running of the EE programme between UNDP and Government partners at levels of decision making, so as to ensure that government retains the ownership of results for sustainability of the outcomes.
- There is need to explain UNDP procedures and systems in good time to government implementing partners and project management teams for efficient implementation. These include UNDP service fee charges on projects, and how the project managers should relate with national project directors. Training of project implementers on new systems, particularly the ATLAS should be considered immediately.

- Implementing partners and their project teams have to put sufficient effort to ensure delivery of results, in good time and to utilize effectively the allocated resources. Currently budget utilization shows that funds are not fully utilized and hence results are not forthcoming.
- UNDP expects lessons from the projects that can be replicated and inform policy and not just business-as-usual type projects, so implementing partners are expected to integrate learning into their implementation of projects.
- Capacity remains a constraint in project implementation particularly of Implementing Partners and majority of project teams, particularly in those projects managed within the framework of government and hence capacity assessment should be an important part of Project Formulation and Design of management arrangements thus ensuring that capacity gaps are genuinely noted and addressed through a risk-management plan.
- NGOs see the country programme as a GoB-UNDP initiative and they would like to be recognized as part of the mainstream planning and implementation of the country EE programme. Both UNDP and the government are encouraged to engage NGO/CBOs in results delivery in the country programme and also consider more projects that can qualify for NGOEX.
- The development impact of community projects is limited due to short-term support such as the GEF SGP. A more protracted approach is required covering all aspects of building community projects to be sustainable e.g. through programme approach.
- There is need to explore synergy between GEF projects and the ESP in order to achieve significant and sustainable results. UNDP is requested to look at a strategy to explore that possibility of restructuring the ESP to be an umbrella programme directing development and monitoring results for various projects including those under GEF, and at-the-least providing support for project design on areas requiring attention (as spelt out in the CCA).

ANNEX 1 List of Projects Under the Energy and Environment Country Programme

Project ID	Energy & Environment Projects Name and Partners
00011624 00041284	Climate Change Enabling Activity (CC) Second National Communication to UNFCCC (SNC) National Focal Point of United Nations Framework Convention on Climate Change Phetolo Phage, Director, Department of Meteorological Services, MEWT Climate Change Secretariat Project Coordinator: David Lesolle 395-6281(DMS) Project Manager: Dorcas Masisi Balisi J.Gopolang 7222-8628, Chandapiwa Macheke, Keitumetse Monaka
00011627	Indigenous Vegetation Project (IVP) National Executing Agency: Dept of Forestry and Range Resources, MEWT 395-4050 Dintwe ex. 229 Government Staff: Dept. Director, Dr.Molapong Chief Forestry & Rangeland Ecology Officer, Raymond Kwerepe 395-4050 Neelo Sebele Ms.Sebolai The National Project Unit (NPU) National Project Leader: Michael Taylor Finance/Administration Officer: Boingotlo Gupta 395-0769 / 0774 7162-6781 Kress Matlhaku, Charles Motshubi, Mbakiso Sebina, Albert Mokgosi, Dimakatso Radimapo
00011629	Biodiversity Enabling Activity (BEA) National Focal Point of United Nations Convention on Biological Diversity Department of Environmental Affairs, MEWT, Director, Steve Monna Government Staff Dollina Malepa, Tlhokomelo Phuthego 390-2050 (DEA)
00011631 00039468	Photo-Voltaic Energy (PV) Executing Agency: Energy Affair Division, the Ministry of Minerals, Energy and Water Resources Government Staff: Buti Mogotsi 391-4221(EAD) Oagile Setlhare 364-0209 National Project Director: Rabbi Mathumo Project Manager: Alban Motsepe (BPC) 391-3591 Peter Simango (BPC)
00011632 00041288	Non-Motorized Transport (NMT) Executing Agency: Gaborone City Council, Ministry of Local Government National Project Director Mr. Phosa 365-8620 Principal Road Engineer, Dept of Local Gov & Development Government Staff K.C.Jain: City Engineer 397-4596 K.L.Matenge: City Clerk Emmanuel Dibuseng 391-4127 S.S.Modise 365-7400 (City Hall)
00013616	Southern Africa Biodiversity Support Programme (SABSP) Executing Agency: The World Conservation Union (IUCN) Finance & Administration Manager, IUCN-ROSA (Harare) : David Mangemba, Gamuchirai Musoro Regional Program Manager (Gaborone) : Enos Shumba 318-8351 Technical Adviser for Invasive Alien Species : George Phiri 318-8352 Dorah Tlhobogang Government Staff (National Coordinator) Dollina Malepa , Mapeu Gaolaolwe 390-2050 (DEA)
00011626 00034738	Environment Support Programme (ESP) Executing Agency: Department of Environmental Affairs, Director, Steve Monna CTA: Ruud Jansen 7163-1563 CMs: Othusitse Lekoko, Mpho Mosate, Unopa Sikuku 390-2050 (DEA) FAO: Baboloki Seforo
00030989	Regional IVP Regional Project Leader Gerrit B. Bartels 395-0688 / 0431 Project Staff Mpho Mantsho, Solomon Jacob
00039258 00050134	Botswana Wetlands (Building Okavango Local Capacity Project) (Okav) Executing Agency: University of Botswana, Harry Oppenheimer Okavango Research Centre (Maun) B. Otlhogile: Vice Chancellor, University of Botswana Mendel N. Nlanda: Director, Financial Services (Gaborone) Project Office: Josephine Makoba 355-4041 Project Coordinator(Maun) : Nkobi Mpho Moleele 686-1833, 7230-6691 Assistant: Sehenyi Tlotlego
00039459	Sustainable Land Management (SLM) Government Staff Arabang Kanego 390-2050 Emmanuel Otsogile Consultants: Roy Hagan, Jaap Arntzen
00040543	United Nations Convention for Combating Desertification (UNCCD) National Focal Point of United Nations Convention to Combat Desertification and Drought Department of Environmental Affairs, MEWT, Director, Steve Monna Government Staff: Arabang Kanego 390-2056 Emmanuel Otsogile

Energy & Environment

Project ID	Projects Name and Partners
00040596	<p>Poly-Chlorinated Biphenils (PCB)</p> <p>Dr. Lucas Gakale Permanent Secretary, MEWT</p> <p>Government Staff: Moore Moffat, Department of Waste Management and Pollution Control</p> <p>Wame Batlang, Boniface Skinner 391-4955(MEWT)</p>
00041286	<p>PADELIA</p> <p>Programme Director: Steve Monna: Director, Department of Environmental Affairs 390-2050</p> <p>Project Coordinator Lillian Motlathledi (AGs' Chambers) 361-3651, 7160-1260</p> <p>Gov Support officer: Mmolaadira Autlwetse (DEA)</p>
00041285	<p>National Capacity Self Assessment (NCSA)</p> <p>Government Staff: Arabang Kanego 390-2056 Emmanuel Otsogile</p> <p>Project Coordinator:</p>
00041289	<p>Birdlife Africa</p> <p>Birdlife International: M.R.W.Rands (CEO) , Birdlife Botswana: Kabelo & Keddy 3190-540</p> <p>UNOPS: David Rendall (Regional Director, UNOPS ESARO) Arlene Hutchinson, Julie Klassen</p>
00046846	<p>Integrated Water Resources Management (IWRM)</p> <p>Othusitse Katai, Mathangwane Bogadi,</p> <p>Montshiwa Montshiwa, Piet Kenabatho</p> <p>UNOPS: Arlene Hutchinson, Julie Klassen</p>
GEF Pretoria	<p>Ademola Salau 0027-12-354-8117 Regional Coordinator for Climate Change</p> <p>Nik Sekhran 0027-12-354-8131 Regional Coordinator for Southern Africa BD/IW</p> <p>Musonsa Ngulube 354-8136</p>

Annex 2: Data Collection Template

Project Design and Synergy
Performance and Achievements of the project to date
Discrepancies on projects and reasons and remedy
Resource Mobilization and Management
Budget adequacy
Human resource capacity
Project management capacity
Challenge and constraints
Gender in project involvement and impacts

Annex 3 List of Interviewees

NO.	People Met	Role	Organization	Project
1	Mr Rabby Mathumo	National Director	Energy Affairs Division	PV
2	Mr Peter Simango	Project Manager	Botswana Power Corporation	PV
3	Mr A Motsepe	Project Manager	Botswana Power Corporation	PV
4	Me Molosiwa	Principal Energy officer	Energy Affairs Division	PV
5	Mr Setlhare	Senior Energy Officer	Energy Affairs Division	PV
6	Mr Raymond Kwerepe	National Project Coordinator	DFRR	IVP
7	Ms D. Malepa	Principal Natural Resources Officer	Environment Research Division	BEA
8	Mr T. Phuthego	NR Officer	Environment Research Division	BEA
9	Mr M. Gaolaolwe	Project ass for SABP	Environment Research Division	SABSP
10	Amogelang Kwenatshwenyo	Project assistant	VPR&D	COMBIO
11	Mme Khutsafalo Sekgame	Community member	Morula Sweets Community project	Veld Products-GEF SGP
12	Ms Botswamorwa	Community member	Morula Sweets Community project	Veld Products GEF SGP
13	Mr D. Thamage	Director	VPR&D	COMBIO
14	Mr Raymond Kwerepe	Deputy Director	Department of Forestry and Rangelands	IVP
15	Ms Mpho Mosate	Component Manager	ESP	ESP
16	Mr Ruud Jansen	CTA	ESP	ESP
17	Mr Felix Monggae	CEO	KCS	ESP/GEF SGP
18	Ms Sakhile Koketso	Conservation	KCS	ESP/GEF

		Officer		SGP
19	Mr David Lesolle	Project Coordinator	DMS	CC
20	Ms Dorcas Masisi	Project Manager	DMS	CC
21	Ms Chandapiwa Macheke	Project Assistant	DMS	CC
22	Mr K Jain	City Engineer	Gaborone City Council	NMT
23	Dr Enos Shumba	Regional Programme Manager	IUCN	SABSP
24	Mr O Katai	Deputy Director	DWA	IWRM
25	Ms B Mathangwane	Principal Officer	DWA	IWRM
26	Ms A Kanego	Project coordinator	DEA	UNCCD, NCA, SLM
27	Mr Emmanuel Tsogile	Project assistant	DEA	UNCCD, NCA, SLM
28	Mr Leonard Dikobe	Programme Manager	UNDP EE	All EE programmes/ projects
29	Dr N Molele	Project Coordinator	HOORC	COSUB
30	Prof Romberg	Director	“	COSUB
31	Mr Tlotlego	Project assistant	“	COSUB
32	Mr Nik Sekhran	Regional Coordinator	Pretoria Region Center	GEF-BD/Water
33	Prof Ademola Salau	Regional Coordinator	Pretoria Region Center	GEF-Climate Change Projects

ANNEX 4. Projects Budget 2004 to 2006

Project		Cash Limit [info]			Budget			Expenditure			%Expenditure over cash limit			% 2004 to 2006 total
		2004	2005	2006	2004	2005	2006	2004	2005	2006	2004	2005	2006	
PIMS 2028 BD FSP: Bot Wetlands	50134	0	0	0	0	0	1,333	0	0	0	na	na	na	na
PIMS 3362 PDF-A:IWRM	46846	0	0	0	0	25	0	0	0	0	na	na	na	na
PIMS 3125 PDF-B:Birdlife	41289	0	0	465	0	230	0	0	0	0	na	Na	0	0
PIMS 2841 MSP:NMT	41288	0	0	161	0	0	161	0	0	0	na	Na	0	0
PADELIA	41286	0	68	72	0	90	59	0	67	20	na	99	28	62
PIMS 2585 EA:NCSA	41285	0	0	200	0	98	98	0	0	1	na	Na	0.5	0.05
PIMS 3358 EA:SNC	41284	0	0	177	0	15	168	0	12	10	na	Na	57	12
PCBs National Inventories	40596	9	6	2	9	11	0	3	4	0	33	67	0	41
UNCCD National Report	40543	20	10	3	20	10	3	9	8	0	45	80	0	52
PIMS 1771 FSP:Solar PV	39468	0	0	486	0	0	930	0	0	21	na	na	4	.43
PIMS 2672 PDF-A:SLM	39459	0	0	4	0	25	17	0	21	0	na	na	0	525
PIMS3170/LD/PDFB/SEN G. Basin	39278	0	0	0	0	300	0	0	3	0	na	na	na	Na
PIMS 2028 PDF-B:Bot wetlands	39258	0	0	181	0	275	90	0	237	0	na	na	0	131
ENVIRONMENT SUPPORT PROGRAMME	34738	0	0	0	760	1,523	1,477	84	297	151	na	na	na	Na
PIMS 245 BD FSP: SABSP	13616	0	0	0	1,980	1,510	0	0	965	0	na	na	na	Na
PIMS 2841 PDF-A:NMT	11632	0	0	0	17	0	0	17	0	0	na	na	na	Na
PIMS 1771 PDF-B:Solar PV	11631	0	0	10	19	19	0	0	5	0	na	na	0	50
PIMS 418 EA:Biodiversity	11629	0	0	90	136	123	95	132	29	7	na	na	7.777	187
GEF SGP	11628	0	0	0	544	0	0	1	0	0	na	na	na	Na
PIMS 942 FSP:IVP	11627	0	0	806	736	795	636	455	413	114	na	na	14.14	122
ENVIRONMENT	11626	137	0	137	10	0	0	59	-1	0	43.07	na	0.00	21

PROGRAMME														
PIMS 142 EA:Climate Change	11624	0	0	17	113	70	25	48	49	8	na	na	47.05	
Total [note]		20,346	17,127	17,705	14,535	11,362	10,242	5,736	6,116	1,350	28.2	35.7	882	618
													7.6	20